Saturday Review

JANUARY 18, 1958 / 25¢

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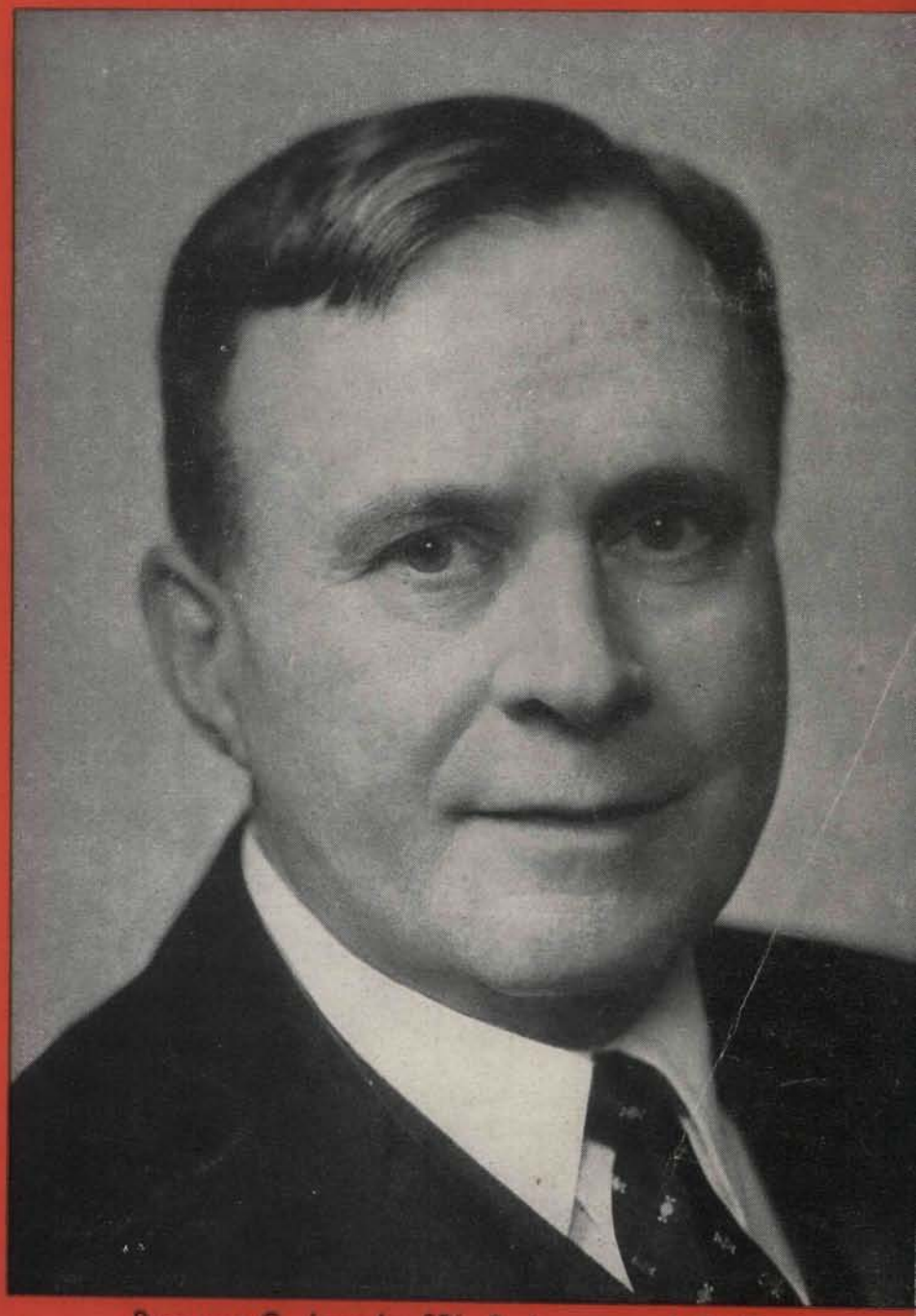

Devereux C. Josephs: SR's Businessman of the Year

U.S. BUSINESS: ITS EXPANDING [illegible]NSIBILITIES

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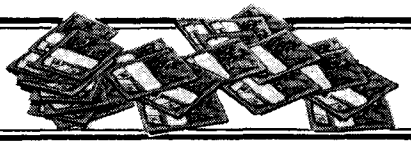

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JANUARY 18, 1958

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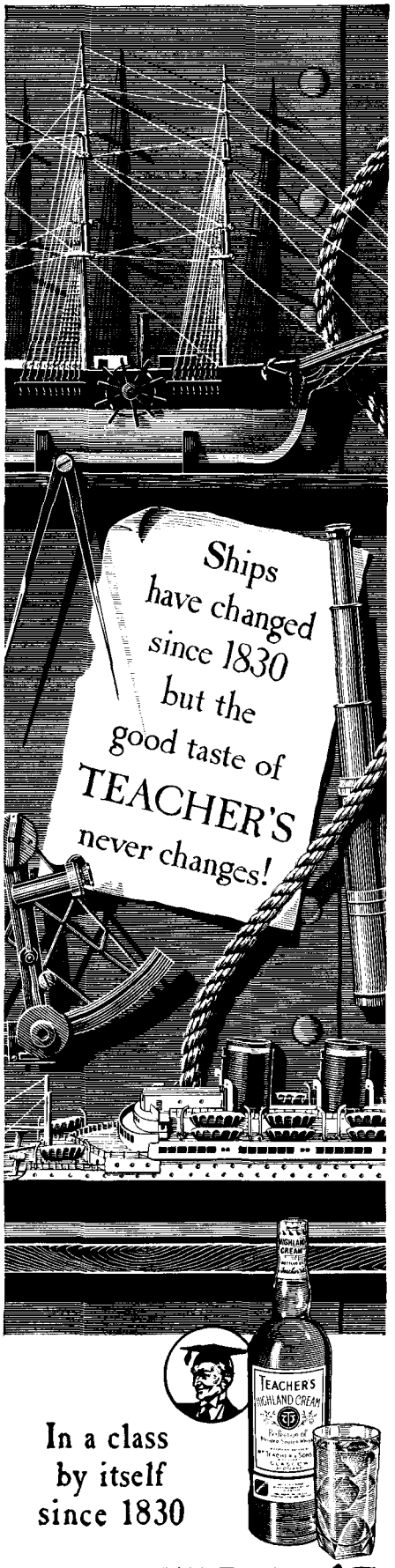

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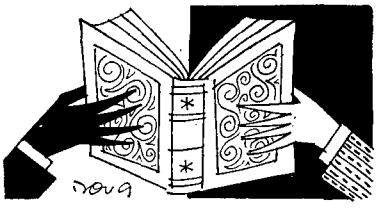
TRADE Winds

I RECENTLY MADE a quick trip to Virginia and to North Carolina, where I lived for two years before the war and which I had not visited for fifteen years. I was not surprised to find that the number one topic of conversation was the problem of segregation. Before I had left Penn Station on the Southern Railroad, the two textile men who shared my table in the diner were arguing the subject, and everywhere along the way the people I



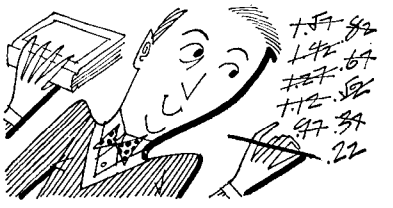
saw were quick to give me their opinions of it.

The overwhelming impression I came away with was that the plain citizens were accepting the fact that, as one North Carolina librarian said: "It's coming, and we might as well face up to it now." In North Carolina steps towards eliminating segregation have already been taken. Many of the libraries are now integrated, and the typical attitude was summed up by another librarian from a small North Carolina town who said: "I have given myself two more years to convince my board that the chain between the white and colored sections should be removed. I think I'm going to succeed, too. I've already got permission to conduct story-reading sessions for Negro children."

The trouble, it would seem, lies not with the people of the states as much as with the politicians (North Carolina fears that in the forthcoming gubernatorial campaigns the seeds of hate sown by Faubus may flower elsewhere in the South) and with the newspapermen (in Virginia the Richmond papers are leaders in the fight against integration. The state's most important editorial page carries, almost daily, strident editorials on behalf of segregation. And Richmonders comment wrily on the ironic fact that one of segregation's most outstanding advocates sends his own children to an unsegregated parochial school system).

But I did not go South to investigate integration—it was just that I could not escape it. The purpose of my trip was to visit booksellers, to attend the North Carolina Library Association convention in Raleigh (where the final session was highlighted by a speech on "Laughter." As Ann Weaver, the pretty new librarian of Queens College in Charlotte, remarked: "It gives us a chance to do all the year's laughing out loud at once"), and to find out what honor was being accorded Thomas Wolfe in his own country, now that his great North Carolina novel, "Look Homeward, Angel," has become a big Broadway hit.

There is pride in Wolfe throughout the state. Everywhere I went, from Small's Bookstore in Washington, N.C., to the Watauga Bookstore on the campus of North Carolina State College, where buyer Cy King sees to it that the students in the scientific and engineering fields get plenty of exposure to the humanities, there were good collections of Wolfe's works. One of the best, of course, was in the Bull's Head Bookshop, that unique institution, a bookstore in the basement of the Wilson Library at the University of North Carolina in Chapel Hill. There I renewed acquaintance with Mrs. Jessica Valentine, from whom in the past I had bought so many books. Her collection of books by and about Thomas Wolfe is very complete. Of particular interest to Wolfe collectors, and a new work to me, was Agatha Boyd Adams's "Thomas Wolfe:



Carolina Student," the best brief biography I have read and available from the Bull's Head.

The Bull's Head Bookshop, which was started by Howard Mumford Jones when he was teaching at Chapel Hill, has one selling technique worth recording. The books in the lending library contain slips of paper which are stamped each time a book is taken out. Anyone who wishes to buy one of these library copies may subtract 15¢ from the price for each time the book has been used. For buyers on a budget this is a real godsend, and I can still recall the suspenseful days I used to spend wondering whether I could chance waiting for a book of particular interest until its price had dropped a little more, or whether

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How high is your standard of living?

(Take this easy test and see)

One good measure of your standard of living is the number of ways you put electricity to work. The more jobs you do with it, the more likely you are to live comfortably and conveniently.

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How many ways do you put electricity to work?

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- DISHWASHER ____
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- EXHAUST FAN ____
- TOASTER ____
- COFFEE MAKER ____
- FOOD MIXER ____
- PORTABLE MIXER ____
- BLENDER ____
- ROTISSERIE ____
- AUTOMATIC SKILLET ____
- DEEP FRYER ____
- AUTOMATIC SAUCE PAN ____
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- KNIFE SHARPENER ____

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- WALL AND CEILING LAMPS ____
- FLOOR LAMPS ____
- TABLE LAMPS ____
- ELECTRIC CLOCKS ____
- ELECTRIC BED COVERINGS ____
- SHAVER ____
- HAIR DRYER ____
- HEATING PAD ____
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- OZONE LAMP ____
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- HAND IRON ____
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- GARAGE DOOR OPENER ____
- ELECTRIC LAWN MOWER ____
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*Company names on request through this magazine.

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She helps people find the products and services they want. Mrs. Vonna Shelton, telephone representative in Minneapolis, Minn., checks the advertisements business men have placed in the classified directory.

PHOTOGRAPHS BY ANSEL ADAMS

This telephone girl is a big help to businesses

When you think of a telephone woman you probably think of the operator. But there are many other women at the telephone company who do interesting and important jobs for you. And they, too, have the "Voice with a Smile."

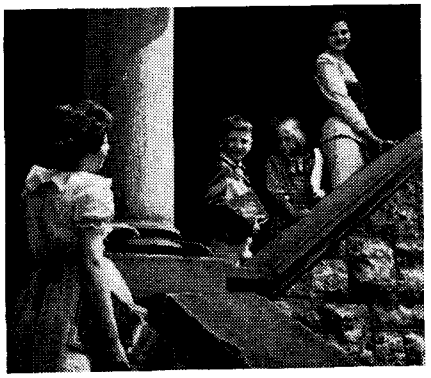
For example, Vonna Lou Shelton handles a very necessary service in the business man's world. She is one of many women throughout the country who help different concerns plan and place their advertising in telephone directory Yellow Pages.

Friendliness, good judgment, and follow-through have won for Mrs. Shelton the confidence of business men who appreciate quick, competent service and painstaking efficiency.

Vonna Lou's life is filled with people. Among her principal off-the-job interests are her husband and Sunday School class. She's a program chairman of a missionary society. Sparks many a fund-raising campaign. Goes to college to study piano and takes lessons to improve her golf.

Like so many folks in the telephone company, Mrs. Shelton has made a lot of friends—on her own, and on the job.

"I don't know of any other work," she says, "that would bring me so close to all my neighbors. Our customers get to think of us as their personal representatives. I like that a lot."



She has a loyal following in the "younger set." Mrs. Shelton has a way with the children of the neighborhood which inspires a faithful attendance at her class in Sunday School.

YELLOW PAGES

Working together to bring people together... BELL TELEPHONE SYSTEM

BELL SYSTEM

someone else would grab it up ahead of me. Robert Frost is another admirer of this system and always buys one or two books on his annual speaking visits to the campus.

Town and gown booksellers get along very well in Chapel Hill. Across the campus, in the business section, is the Intimate Bookshop, run by Mr. and Mrs. Paul Smith, who also operate the Provincetown Bookshop in the summer. Paul Smith writes his own advertisements for the student papers at Duke and UNC, as well as for the Durham and Raleigh papers, and his lively, succinct copy is the envy of professional book admen on Madison Avenue.

I was shown the store's Christmas campaign, a series of small ads culminating in a final appeal designed to appear just before the students leave each other for their homes: "When you're in love, give books for Christmas. Books and love go together." Always the most successful of the ads, this demonstrates that certain basic aspects of college life have changed very little since I left Chapel

Hill. I also liked the Valentine Day's ad, which Paul Smith wrote last year: "Gals with brains to match their looks/ Can be tempted, Pal, with books." As the brainy student is honored more and more over the man of pure brawn, more campus bookstores are going to find this approach a surefire one for selling their books.

GLEANINGS FROM A CLIPPINGS FILE: In the London *Sunday Times* a very favorable review of John Cheever's "The Wapshot Chronicle" opened with this sentence: "The American family saga, with all the men called Chad or Thad or Luke or Homer, and sex rearing reliably in every other chapter, and a little madness here and a little bankruptcy there, and somewhere or other a big storm or fire, is one of the uglier responsibilities of Columbus". . . . From the London *Observer* a paragraph from a new British novel in which the author tried to authenticate his setting by giving period details: "He took off his bowler hat and stood before her. At first he could not speak. She heard him swallowing and felt calm. But if he tried to kiss her suddenly, she would poke him with her umbrella—one of the new three-quarter size models called The Gay Paree, price

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four and eleven three in Beeveman's store near the Obelisk". . . . From the weekly column written by Elsa Maxwell, well-known TV comedienne (called to my attention by Bill Cole, an ardent Maxwell fan): "The Marchesa (Claudia) Patrizi with her red-haired daughter, Giavanna. Claudia has written a novel in English, which will be published here. This is enterprising, and amusing, of her". . . . From an ad in *Esquire* for a new type of candle holder: "Enclosed in package is humorous poem by Edna St. Vincent Millay about burning candle at both ends". . . . Nancy Wilson Ross's novel, "The Return of Lady Brace," will be circumspectly published in England under the title of "The Return of Lady B." A different type of "race" problem.

THANKS TO THE cooperation of Appleton's Eleanor Nichols, I have recently become the happy possessor of a complete eight-volume set of The Young Trailers Series by Joseph A. Altsheler. These books, which I read and reread in my boyhood, are, I am convinced, the best series of boys' books available. Altsheler, a Kentucky-born New York newspaperman who died in 1919, wrote six series of books based on American history, but of them "The Young Trailers," which recounts the adventures of five young men in the days when Kentucky was "The Dark and Bloody Ground," is probably the best. Moreover, as recent readings have proved, Altsheler's works pass the test of time with flying colors. Why Disney, or some other movie or television producer, hasn't snapped them up is a minor mystery. But for those who remember them as affectionately as I do, or for parents of boys who are looking for sound adventure stories out of American history, the good news is that Appleton has all eight volumes very much in print in bright, new jackets.

—Pyke Johnson, Jr.

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Thomas B. Costain:
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"Stephen Langton and William the Marshal—what men they were!"

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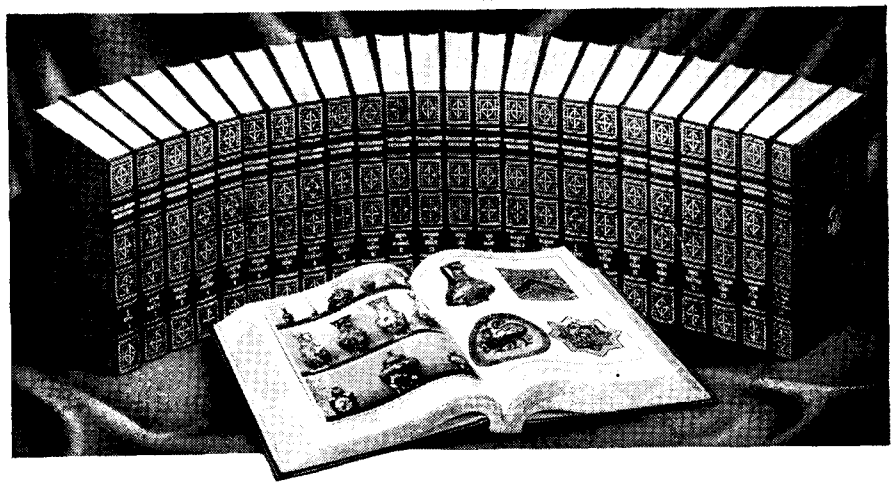

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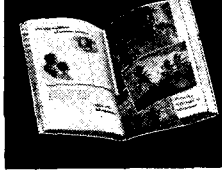

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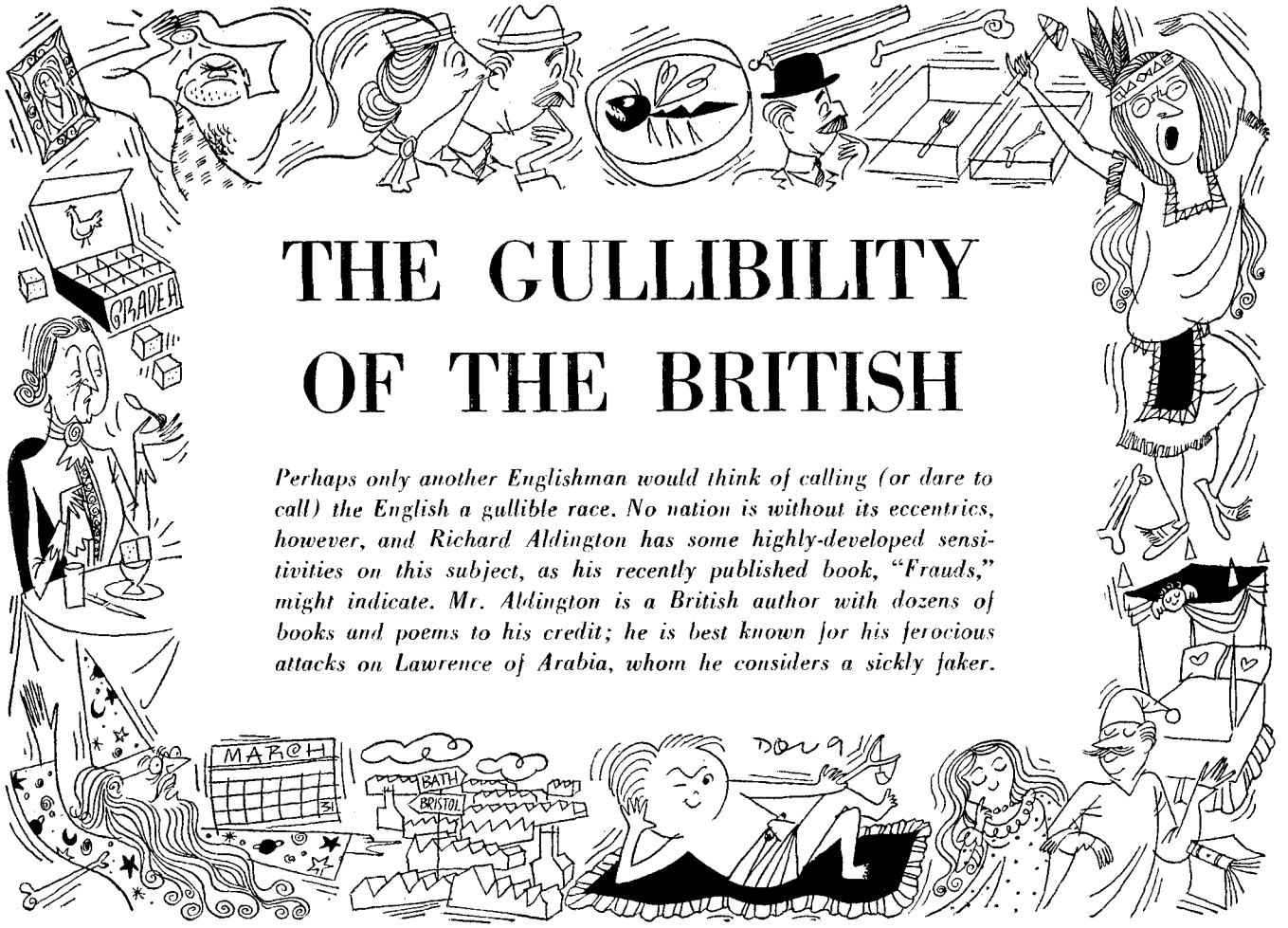
JANUARY 18, 1958



THE GULLIBILITY OF THE BRITISH

Perhaps only another Englishman would think of calling (or dare to call) the English a gullible race. No nation is without its eccentrics, however, and Richard Aldington has some highly-developed sensitivities on this subject, as his recently published book, "Frauds," might indicate. Mr. Aldington is a British author with dozens of books and poems to his credit; he is best known for his ferocious attacks on Lawrence of Arabia, whom he considers a sickly faker.

By RICHARD ALDINGTON

SOME years ago I met a young man from an ancient, distant, and now entirely independent British colony which prides itself on maintaining tradition and keeping in touch with the old country. Much to his credit this young man, before settling down to work, was roughing it around Europe to see something of the ancient world. His *Wanderjahr* under the influence of British gullibility was turning into a fantastic *Wunderjahr*. There didn't seem to be anything that boy hadn't been made to believe—even that hunters in the south of France eat foxes marinated in white wine. The things that boy *had* believed left me breathless, and I should have suspected him of pulling my leg if he hadn't given me so many proofs of his guileless naïveté and ability—nay, necessity—to believe any tale he was told. One morning we were served with eggs soft boiled in the shell, and he asked me if I had heard that the Americans are trying to develop a breed of fowl which will lay square eggs for convenience of packing? Unfortunately, I was sipping my coffee, but when I got over choking I told him—though I saw he didn't share my cynical skepticism—that this is or was an ancient gag of American school-kids. He assured me to the contrary—he had received the information from a traveling American on an ocean liner. So of course it must be true. He then asked, did I know that eggs are so strongly made that it is impossible for the strongest man to crush one in his fist? And before I could stop him he grabbed an egg, lifted it above his head and—crushed. When the table had been re-laid with a clean cloth and he got back from the washroom he said he must have made a mistake—it is *raw* eggs which are uncrushable; and he was greatly hurt when I asked him if he minded demonstrating that in the garden.

I freely admit that this episode, while quite true, is exceptional and perhaps unique in these days. The old country would hardly produce nowadays quite so naive and preposterous a gullibility. And yet it was evidently not uncommon about a century and a half ago among the uneducated classes in England, if we may believe the notes on his own experiences left by Robert Southey, who was poet laureate from 1813 to 1843. Southey has now no reputation as a poet (except as the originator of "You are old, Father William," which is rather funnier in his serious version than in the parody) but he was a man of intelligence, great learning, and integrity, and his testimony may be accepted with confidence.

The first example I take from these

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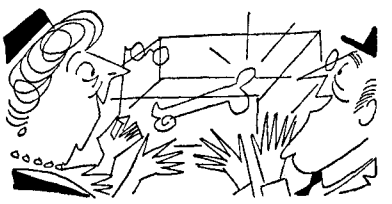
notes is more remarkable for a naïve frankness than for gullibility—it is an early expression of the now universal dislike for *douaniers*. Some smugglers in Dorsetshire were condemned to death for some particularly savage murders, but when the judge before passing sentence rebuked them sternly for this atrocity, their spokesman replied that they "abhorred murder—they had only killed some Customs officers." There spoke the ancient English love of freedom, for Robin Hood might have made the same answer. We come nearer to genuine gullibility, of a kind which still exists and can be relied on by any religious fanatic, in the fact that early in 1809 Southey found the people of Bath and Bristol in a wild panic because some crazy "prophet" had declared that the two cities would be destroyed on the 31st of March.

MODERN readers may think that in "Twelfth Night" Shakespeare has exaggerated the gullibility of the rustics and the ease with which Autolycus fooled and robbed them. But the same or even more obvious cheats were still being successfully practised in Southey's time. At one country fair he watched people paying money to see "The Great High German Heiter Keiter," which was simply a dragonfly under a magnifying glass. At Brixton, which is now part of greater London, he saw a woman who was on show as a "wild Indian," and was accepted as such by the crowd, although she was singing in English with a true cockney accent. At the same fair the people were crowding to pay their pennies to see "the Most Surprising Large Child in the World," which was simply a poor backward child of four shown as only eighteen months. But the most amazing example of popular gullibility occurred at Cirencester in the early Nineteenth century. A madwoman named Margaret Nicholson attempted to stab George III with a knife. And a wandering charlatan of really awe-inspiring impudence did a roaring trade at Cirencester by showing at a penny a time "The Fork Which Went with Margaret Nicholson's Knife."

Do not run away with the idea that this credulity was limited to the rustics who went to country fairs. In London's fashionable Bond Street, Southey discovered a man who advertised that he would teach gentlemen to tie their cravats at half a guinea a lesson. Still more interestingly, Southey came personally into contact with the curious half-crazy charlatan "Dr." Graham, who invented an electric bed which was supposed to ensure beautiful offspring to those who made use of it. For a time it was a great success, and infatuated persons paid fifty guineas a night to sleep in it, but eventually Graham took to opium, and when under its influence would strip himself of his clothes in the street to clothe the first beggar he met. When Southey saw Graham the "Dr." was attracting numerous dupes to his warm mud baths. Southey found him sitting in one up to his chin but with his hair in "full pigeon-wing dress" and telling the onlookers what excellent health he enjoyed owing to his mud baths. "But," said Southey, "if you are in such excellent health, why do you need mud baths?" This simple and natural question evidently took the "Dr." completely by surprise, for he could only stammer out: "Why—it was—it was—to show people it did no harm—that it was quite innocent—very agreeable—gives me a skin soft as the feathers of Venus's doves."

Such examples of gullibility among the British might be extended almost indefinitely, but these should suffice, at any rate for the less sophisticated layers of society. If they do not indicate what the critics call "a trend" towards gullibility, what does? A much more difficult and possibly insoluble problem is how and why this came about. I am inclined to discount the "Dr." Graham episode, since the passion for quack doctoring and quack remedies is universal, and at that time electricity was such a novelty that it was bound to be the nine-days wonder of the uninitiated, and was so little understood that even a "celestial bed" did not sound then anything like as ridiculous as it does now.

But how explain the other cases? "Race" is a dangerously vague concept, and it is difficult to say what constitutes a "pure-bred Englishman." I am very proud of being one myself, but although my name occurs in Domesday Book in the very area from which I derive, I can't prove my ascent any higher than to a Richard Aldington who in the fifteenth century held land of the Abbot of Evesham. Very few noble families can go as far, yet I have seen the statement (founded on what I know not) that we are practically all descended from the million people who were living in England at the Norman Conquest. Our "Anglo-Saxon" ancestors, who got hold of the country by fraud and force in the early Dark Ages, are said to have been Baltic pirates who did a little subsistence farming on the side when the pirate business was slack. Their influence might explain the cheerful callousness of the Dorset smugglers to the murdered Customs House men, an attitude for which I am abashed to find I have a certain tolerant understanding. But I see no reason why the descendants of pirate-farmers should be more gullible than other people.



Could it be isolation of living, "locked up in a large rainy island," as Wyndham Lewis puts it? But before modern means of communication, every community was more or less isolated. Or could it be lack of education? Contrary to the usual belief, the English were rather in advance in educational services, and though universal nationwide free education dates only from 1871, it is a mistake to think that before that education was limited to the wealthy. So far back as 1787 the Sunday School Society was giving free education to 200,000 poor children. A most ardent supporter of this education was Miss Hannah More, whose reputation as a philanthropist made her widely known in America. But her views on popular education were not altogether modern. She insisted that instruction must be limited to the Bible and Catechism and "such coarse works as may fit the children for servants," whatever they may have been. To which she amazingly adds: "I will allow of no writing for the poor."

THIS appalling snobbery in a middle-class woman of strong Puritanical tendencies suggests a more plausible explanation for the gullibility of the British populace—they were and are bullied into it by their "superiors." "The English," says an intemperate Irishman, "are toadies to the rich, bullies to the poor." An even more intemperately pro-Boer Scotsman at the beginning of the century thus scornfully parodied Kipling's "Absent-Minded Beggar":

You fought your foeman badly,
but you boasted all the
more;
You blundered, and felt bigger
by a foot;
You jeered at him for being small,
and when that farce was
o'er
You settled down to hate him
like a brute.
And you hated—how you hated.
How you slandered more
than slew,
How you slavered silly poison
—why remind you?
You've done it, and you're doing

(*Continued on page* 61)

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U. S. A.

Report on the Present Danger

"Power and Diplomacy," by Dean Acheson *(Harvard University Press. 137 pp. $3), is an examination, by the former Secretary of State, of this country's position in the world and the direction in which its policies have been moving it. It is reviewed here by August Heckscher, who is director of the Twentieth Century Fund.*

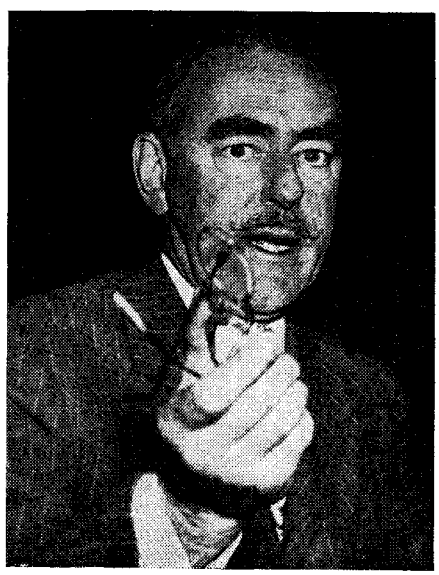
By August Heckscher

IN HIS role as an observer rather than a major participant in public affairs, Dean Acheson has turned to the making of books; and three under his name have in recent years contained the substance of his thinking. As a Democrat, he looked in his first volume at his party. In the second he drew upon his long experience before Congressional committees to describe and comment upon our legislative system. In each of these foreign affairs played a part; but, as if he were reluctant to plunge again into the maelstrom, he has resisted dealing at length with his major concern. In "Power and Diplomacy," lectures delivered at the Fletcher School of Law and Diplomacy, he does just that. With his particular blend of detachment and moral earnestness, the former Secretary of State examines the position of this country in the world and the direction in which its policies have been moving it. Not surprisingly, he finds a good many points to trouble him and to evoke a naturally mordant sense of criticism.

Written after the launching of the first Russian satellite, the book opens with an appeal for sterner devotion to the national duty and a willingness to make such sacrifices as our world responsibility may require. Mr. Acheson was one of those who saw the portent of Russia's economic and technological progress before the moons blazoned it across the sky. He is impatient of those who suggest we cannot afford what we plainly need. If two different types of defense are necessary—one built around long-range rockets and one built around mobile, nonatomic forces—very well, then, he argues, we must make such sacrifices as are necessary to have them. The country's productive genius is a prime source of its power; and this, he believes must be maintained at all costs.

Mr. Acheson presses the case for a greater sum of power in the free world. Militarily, however, such power must be modulated and used according to sound doctrine if it is not to be self-defeating. Unlimited objectives and absolute victory simply do not make sense in a world that possesses the means to destroy itself. Even as a deterrent, he argues, the overwhelming might of the hydrogen bomb has its limitations. It may deter the use of hydrogen weapons by the enemy; yet it will not, as Indochina plainly showed, deter aggressions of a more conventional kind. In his original formulation of the doctrine of "massive retaliation" Mr. Dulles had implied that we would use the supreme weapons in order to counter a minor aggression. But the threat, Mr. Acheson argues, was not a credible one, and the bluff was inevitably called. A credible threat must invoke the use of forces commensurate with the aggression. And this requires the kind of trained manpower and conventional weaponry which budget-conscious leaders find it hard to call for.

AS he did during his period as Secretary of State, Mr. Acheson puts Europe at the center of the free world's defense. Without a strong Europe all else is perilously weak. Canada and the South American countries, the peoples of Asia (and especially India)—these involve relationships which must be kept in repair. But the nations of the NATO alliance—united and armed—provide the real key to safety. Mr. Acheson is scornful of arguments for neutralizing Germany, arguing that the freedom of Eastern Europe and the unification of Germany can only come about under the wing of a strong NATO. Western Europe, he points out, has manpower superior in numbers to Russia's; and in conditions of confidence and political strength could by itself withstand the worst of the expansive Soviet tendencies.



—Wide World.

Dean Acheson—". . . tough-minded."

A final portion of the book finds Mr. Acheson's style gathering heat, as he offers his prescriptions for the maintenance of allies in today's world. His criticisms can be as harsh against members of his own party and against his favorite allies as against the political opposition. Without mentioning Senator John F. Kennedy by name, he attacks vehemently the proposal for the United States to make itself the high priest of anticolonialism, even at the price of rejecting and undermining France. Again without mentioning names, he expands upon what seems to him (and must seem to increasing numbers of our citizens) the folly of our China policy.

It is difficult, reading this trenchant and characteristic book, to recall the efforts which not so long ago were made to represent Mr. Acheson as being somehow "soft" and given to vain hopes. The truth is, he was always tough-minded; he always stressed, as he does in these pages, the necessity for power; he minimized, as he does here, the role of the United Nations when set beside that of a plain military alliance. Mr. Acheson's opponents mistook urbanity for softness, and culture for weakness. The culture is evident in his writing, as it was in his press conferences and his testimony before Congress; but the doctrine is unfailingly worldly. He likes to quote the Bible. But it is the Bible of the Old Testament and of St. Paul; and the Biblical injunction upon which he appears to have formed his diplomacy is to the effect that the wisdom of the serpent is no less important than the gentleness of the dove.

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Our Retreat from Democracy

"The Right of the People," by William O. Douglas *(Doubleday. 238 pp. $4), is a discussion, by a member of the U. S. Supreme Court, of the dangers besetting the public's freedom today. William M. Kunstler, our reviewer, is associate professor of law in the New York Law School.*

By William M. Kunstler

IN HIS first inaugural address Thomas Jefferson, referring to those who might wish to overthrow the Government, said, "Let them stand undisturbed as monuments of the safety with which error of opinion may be tolerated where reason is left free to combat it." In recent years there has been ample evidence that this ideal is in fair danger of becoming the most significant casualty of the cold war. Those who are appalled by this prospect, who do not believe, along with Walter Lippmann, that a society must manacle its hands to keep them from trembling, will welcome William O. Douglas's "The Right of the People."

This book, by the Supreme Court's most prolific author, is in substantial part the North Lectures delivered by him at Franklin and Marshall College last spring. Perhaps it is fortunate that he was addressing an undergraduate audience since he was forced to simplify and make readily understandable to laymen Constitutional principles that are generally postulated in judicial opinions or law review articles. It should insure a large reading public for words that are well worth it.

In his "The Blessings of Liberty," the late Professor Zechariah Chafee of the Harvard Law School considered "twelve encroachments on the ideal of freedom of speech, press, and assembly which have taken place since 1945." Douglas walks a narrower trail and, if he lacks Chafee's colorful prose, he compensates for it in clarity and the gift of patient explanation that makes even the most casual reader feel that the man behind the words desperately wants them to sink in. Let's hope they will.

Like Chafee, Douglas believes that we have been beating a slow but sure retreat from the democratic ideals that are the panache of our unique

—*Fabian Bachrach.*

William O. Douglas—" . . . challenge."

system of government. He spends the greater part of his book discussing (and condemning) the assaults on freedom of speech and what he calls "the right to be let alone." As to the former, he believes that "there is no free speech in the full meaning of the term unless there is freedom to challenge the very postulates on which the existing regime rests." Most of his brethren on the Warren Court seem inclined to accept this thesis and their recent emasculation of the Smith Act bespeaks a quick return to the Holmesian "clear and present danger rule," the only governmental limitation on utterance which Douglas would recognize.

However, sometimes he stands alone in the solitude of dissent. Almost instinctively he senses that one of the most dangerous threats to freedom of speech is that posed by obscenity statutes. His colleagues, although apparently willing in theory to grant sex literature the protection of the First Amendment, have, in practice, refused to do so when confronted with material which, in their opinion, appeals "to prurient interests," a standard so broad as to make thought rather than action the catalyst of censorship. Freedom of speech may mean little if it can be subverted by such labels as "obscene," "lascivious," "indecent," and, although Douglas does not go this far, it has been suggested, with some justification, that any restraint on words without convincing evidence that they will inevitably lead to antisocial conduct is unconstitutional in the ideal sense of that term.

"The right to be let alone" is a potpourri of rights ranging from the privilege against self-incrimination to the protection of the home from unlawful invasion, electronic or otherwise. Because of its diversity, it is not as cohesive as the freedom of expression section, and there are several areas where, because cases involving them are presently pending before the Court, Justice Douglas is discreetly silent. This is one of the drawbacks of a book about the law in action by a sitting judge who must refrain, despite his obvious inclinations, from discussing *sub judice* matters.

One of these areas is the right to travel, as it affects both the ordinary individual and the newspaperman. The Secretary of State has declared certain countries, Red China in particular, off limits to Americans and has refused to validate passports for travel to them. Douglas suggests through the words of Dorothy Thompson that when this policy restricts the gathering of news it is "extremely dangerous doctrine." As to whether international travel itself can Constitutionally be controlled by the Government as an adjunct of its foreign policy or because a citizen has unpopular beliefs he will not say since the latter issue is presently before the Supreme Court in the Rockwell Kent case, and the former will be brought to trial in the near future.

RECENTLY the Associated Press announced that "censorship seems to have gained ground in 1957." According to Douglas, "there is no room for censorship of any medium of expression in our society." Perhaps this conflict of practice and principle is the keynote both of his book and our times. Since the first earth satellite was placed in orbit by the Russians the American people have suffered a sudden awakening to the fact that, as *The New York Times* recently put it, "what they don't know does hurt them." If we, as a nation, don't realize that the freedom to know carries with it burdens as well as benefits, then the Jeffersonian ideal was never for us in the first place. Justice Douglas thinks that we do, and I hope for all our sakes he's right.

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FICTION

Case for Tradition and Money

***"A Family Affair," by Roger Eddy** (Crowell. 314 pp. $3.95), is the story of a young man who makes a success in business in a small Connecticut city.*

By Gerald Warner Brace

ROGER EDDY'S new novel, "A Family Affair," combines two subjects of universal interest to modern Americans: family tradition and business success. The scene is a small Connecticut city where heritage and caste are important and change is resisted; the protagonist is a young upstart who marries into an entrenched matriarchy ("pure, pure mahogany") and then by pluck and luck and the methods of Jack the Giant Killer sweeps all before him. In spite of ghosts, dead hands, and the implacable resistance of a Yankee clan of strong-minded women, he triumphs—that is, he defeats his mother-in-law, revitalizes the family business, and takes on a Jewish partner, who marries his wife's sister. Hence he accomplishes a thorough job of modernization.

A generation ago, in the Babbitt era, or even in the New Deal era, such a view of American life would have been impossible in a serious writer. In those times no human success was admissible in the world of big business. As for family domination, only two solutions were permitted—escape or death: the youth either rushed away to New York and Paris in search of a father or he stayed home and allowed himself to be throttled by the silver cord. But today we are growing skeptical of these artistic motives; we see young writers boldly proposing that the long journey into night is not inevitably tragic, that home and family and even money may not entirely destroy the soul.

Given the somewhat Alger-like theme of "A Family Affair" one might wonder if Mr. Eddy is really a "serious" writer. His contention is quite frankly that money is a good thing, that successful salesmanship involves the heroic virtues, and that big-time advertising is a major art; we admire the old-time Yankee traders, he notes, while we snobbishly scorn their modern counterparts. He has a case, I believe, and he has embodied it in a good novel. As a writer, he is certainly serious enough to be given a respectful reading; more than that, he has achieved a thoroughly entertaining and believable story. I enjoyed his candor in cutting through the prejudices we have all had about money and commercial success. He handles his Yankee aristocracy with sardonic kindliness. He is amusingly aware of the absurd accumulations, the sacred cows and other fauna that clutter up a family tradition, but his satire on the whole is gentle and appreciative. Occasionally he may push too far into caricature or force an issue for the sake of temporary effect: his matriarch, for example, is a formidable character, but here and there she loses some of her very real humanity and becomes a stage figure. On the other hand, the author has avoided nearly all of the tempting clichés of soap opera and sex and ready-made folk lore. As a novel of the contemporary social and commercial scene, "A Family Affair" belongs well up near the head of its class.

HAD RADIO PASSED THROUGH a similar stage in its infancy? Charlie wondered. . . . No one dared admit that they bought a television set because they wanted to. It was the children who wanted it, or there was one program on Sunday afternoon called "Omnibus" that was worth watching. . . .

It was all a lie, and it fooled no one. . . . The moment television arrived at the house, Charlie had indulged himself in an orgy of watching. The fights, the wrestlers, the one-armed detectives with English accents, Crunch and Des, and even, loathing himself as he watched it, "The Lux Video Theatre." They had rationed the children to an hour a day, but had gorged themselves until suddenly they had sickened of it all, and television had taken its place along with the rest of the electronic gadgets . . . a servant and not a master. As awful as it was, however, as fashionable as it was not to give in, like alcoholism and the *Reader's Digest*, television seemed destined to last.

—From "A Family Affair."

—Robert D. Loomis.

Richard Bankowsky—". . . teacher-writer."

A Family's Fall

***"A Glass Rose," by Richard Bankowsky** (Random House. 308 pp. $3.75), recounts the decline of a Polish immigrant family in the Midwest.*

By Maxwell Geismar

RICHARD BANKOWSKY is a young novelist from New Jersey, who has gone to Yale and Columbia. He has studied writing with Robert Penn Warren. He has a master's degree, a term of Army service in Korea, and has taken up a graduate teaching assistantship in Iowa City. He is typical, in short, of the new generation of teacher-writers in our universities today, and his first novel has the merits and defects of its class.

The story concerns the decline of a Polish immigrant family somewhere around the Nelson Algren territory in Chicago or Gary, Indiana. (Since the narrative is done entirely through the streams of consciousness of the different members of the family, it is difficult at first to know exactly what is happening.) Jozef is the first speaker, or thinker; he is the undertaker holding the father's corpse until his daughter arrives from New York. This daughter has struck it rich, with a New York merchant who adores her, and her narrative appears a little later.

Meanwhile there is Emily, the second voice, who has helped to corrupt Stella, through her sordid affair with Uncle Pyotr (if I have this nar-

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rative straight), and her marriage to Pyotr's weak son. Then there is Helcha, the old-fashioned religious and moral Polish woman; there is Harry Greenglass, the factory owner, who has taken the corrupt Stella for his innocent second wife. And there is his son Stanley, the college student, who is tricked into revisiting the town of Dupont, and there is the factory itself, which is about to go out on strike.

It takes the first half of the novel to set this scene, or for the reader to discover it through the different personal narratives, and to reach the crux of the drama. The central theme is really the joy and the sorrow of the children's parents, Stanislaw and his Rozalja. Stanislaw has come to the new country with an iron constitution and an iron will to succeed. He has become a foreman at the factory; he has made a beautiful garden with seeds from the old country; and his wife sends him a rose every day with his lunch basket. But Rozalja has never been the same since the birth of Stella; and the strike itself ruins Stanislaw both physically and spiritually.

Both "life" and society have contributed to the ruin of this good and happy immigrant family; and Mr. Bankowsky adds some old-fashioned Faulknerian melodrama and incest to make the story still more complex. The fault of the novel is that after we have learned all this, through a good deal of analytical effort, we do not really care much, one way or another, about the whole family. Mr. Bankowsky uses the "consciousness" technique, or the interior monologue, very skilfully indeed; each detail in this well-plotted novel falls—almost clicks—into place.

But the net result is closer to a kind of literary cross-word puzzle than it is to a human or literary document. This, too, is typical of the "Academic Novel" today; and what can we tell the new generation of teacher-writers? Perhaps only, to start with, that fiction (or literary criticism) depends not primarily on technique but on its life-content. The joy and sorrow of this novel are equally abstract. Neither the natural rose of Rozalja's, nor the symbolic glass rose which replaces it, ever quite touches our sympathies, or our senses.

Woes of Post-Colonial Java

"Kampong," by Ronald Hardy *(Doubleday. 240 pp. $3.95), tells of the experiences of a group of United Nations World Health Organization scientists at work in post-colonial Java.*

By Edmund Fuller

INDONESIA is the setting of Ronald Hardy's new novel, "Kampong." Its subject matter is a blend of jungle medical research with the political-racial tensions of the aftermath of the end of Dutch colonialism. These elements combine to give the story both basic human appeal and topical interest.

Dr. Harry Lynd is chief of mission of a unit of the United Nations World Health Organization. He and his colleagues are at work in an upland *kampong,* or village, of Java. Their chief work is to study the continued effects of penicillin in the treatment of yaws. The drug had worked almost miraculously in the initial curing of that distressing post-syphilitic disease. Unfortunately, indications were that the micro-organism of yaws was developing new immunities to penicillin, to open the way to recurrence of the disease. Specific data on this problem was the mission's major aim.

The course of research does not run smoothly. Attached to the unit is a broken man, a Dutch doctor named Robert Kiek. He is in part a figure of legend, a dedicated jungle doctor through many years of colonialism. Years of concentration camps have shattered him, first under the Japanese, later under the Dutch-hating Soekarno regime. Political activity against the new regime has made him a continuing target, though he is little more than the wraith of the former man. But much of Lynd's energy is expended in trying to support and protect Kiek and the old doctor's tragically demoralized friend, Helen Meulenhoff, also a concentration camp victim.

Lynd also has to cope with Java's first outbreak of Indian cholera. This section of the book is powerful in its picture of the hideousness of plague in primitive conditions. The disease is first diagnosed by a young staff member, Dr. Timson, who also localizes the carrier, in one of the most absorbing and dramatic portions of the entire story.

Vying with this for tension is the picture of internal stress within the Indonesian regime. We see the petty tyranny of a regional police official, Pissarro, determined to persecute Kiek. But Pissarro himself, a Eurasian with all the complexes associated with that mixed origin, is engaged in a subtle battle for survival with another official named Negri, which culminates in an effective piece of melodrama.

The novel's chief significance is in its comment on post-colonial Java. Mr. Hardy is saying bluntly that the last condition of that place is worse than the former, that the retroactive hatreds and the unchecked terroristic intrigues are as bad as any abuses of colonialism and that even practically and economically the so-called "liberation" has been a drastic retrogression. This is highly controversial, but the case as he presents it is impressive.

In Robert Kiek's words: "British de facto recognition of Nippon puppets like Soekarno and Hatta has brought only misery to the Javanese peasant—corruption and the disappearance of public funds; the rule of terrorist groups by cruelty and extortion; chiefs of police with the power and lusts of feudal lords. That is Java today. That is the fruit of independence from Dutch rule. . . ."

"Kampong" is a somber and interesting book, a bit more impressive as a topical documentary than as a work of art. It lacks the range, the breadth and variety of character, the narrative brilliance, of Jan de Hartog's "The Spiral Road," which deals with jungle medicine in the latter days of the Dutch regime. But "Kampong" deserves reading both for its internal qualities and as a deposition in Asia today.

TALE OF A CAT: Paul Gallico's odd little fairy tale, **"Thomasina"** (Doubleday, $3.95), is set in a Highlands village in Scotland. An allegory of sorts, the story centers around a crisis in the lives of Andrew MacDhui, a bristly red-bearded veterinarian who does not believe in God; his seven-year-old daughter, Mary Ruadh, and her cinnamon-colored cat, Thomasina. It is a wild, improbable fable that involves a band of gypsies, a sort of witch-nature-girl who cures the ills of wild things by love, an apocalyptic thunderstorm, and finally, as the result of all

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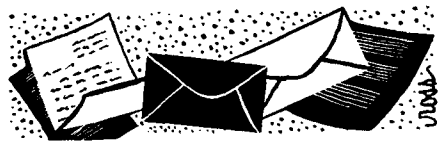
WRITERS AND WRITING

Postal Portrait



"Letters of Ellen Glasgow," selected and edited by Blair Rouse *(Harcourt, Brace. 384 pp. $6.75), offers some light on the personality and art of the distinguished American novelist, especially during her last twenty-five years. Leon Edel, author of "Henry James: The Untried Years" and other books, reviews it.*

By Leon Edel

THE memoirs of Ellen Glasgow, published three years ago under the title "The Woman Within," were remarkable for their unusual candor in one who belonged to the age of reticence and privacy. They offered, indeed, the spectacle of a novelist who, disliking the Freudian era of self-exposure, was nevertheless sufficiently touched by it to want to probe her inmost self. This she attempted by the only means available to her: her exploratory pen. If such exploration cannot go all the way, it is often, nevertheless, illuminating.

Miss Glasgow's letters, now assembled and edited with care and piety by Blair Rouse, invite comparison with the memoirs. For letters are often also a self-portrait. Collected out of the years, they are like a series of snapshots, some posed, some candid, a record of old spontaneities and moments of feeling by which we may touch the pulse of the departed figure. On the other hand, they often —like memoirs—conceal much more than they reveal. To be useful they must be intimate, representative, and in reasonable quantity. This cannot be said of the correspondence given to us here. The first ninety-nine pages take us to Miss Glasgow's forty-sixth year, that is to 1929. By that time she had written eighteen of her novels and established her full reputation. The largest section of the book, 284 remaining pages, is thus given to Miss Glasgow's last twenty-five years, during which she published only four books.

The result is a volume strangely out of proportion. This is not wholly the fault of the editor, who must work with what is available. But it does raise the question whether so much of the trivial and the inconsequential should be placed beside the distinctive and the valuable. The first ninety-nine pages provide only the briefest glimpse of the literary novice, of early friendships and family relations. And even then there are gaps—such as the six years between 1907 and 1914, during which four novels were written. We see Miss Glasgow for a moment during the 1914-1918 war years and then suddenly the 1920s are over and everything is highly contemporaneous.

There are interesting letters to Allen Tate, to Howard Mumford Jones, a valued friend, and to Mrs. Jones—some of the best letters are to her—and to Van Wyck Brooks. But by this time we hear the voice of a mature and self-conscious novelist, who is aware of her reputation and busy with the niceties and amenities of it.

And yet there are moments when Miss Glasgow shines out even from behind the facade of her social and literary career. She was, as her memoirs showed, a *sensitive* (as the French might put it), and she was immured also behind physical deafness—"that constant damnable fear that I may not hear what is said to me." She held herself, to be sure, rather outside the stream of the literary world and was quietly industrious in her rooted Richmond, sallying northward only for Maine holidays and brief, bright New York encounters. "The agony of the world has always pressed in upon me," she writes to Bessie Zaban Jones, and we remember her description, in her memoirs, of her inability to arm herself against human suffering. She recognizes that her novels are "written simply in the effort to escape from too much living." This is a fine insight into one side of the creative process. But she knows also that the novel is life—"experience illuminated by imagination."

Alfred Kazin, one of the critics she greatly admired, observed that she "wrote like a dowager and frequently suggested the mind of a nihilist." Many of the letters here given belong to the dowager. "I can be rude as anybody if I am prepared," she remarks, "but it takes me at least twenty-four hours to make ready." She thinks Virginia Woolf a great artist, but a "fatal influence." D. H. Lawrence she can see only as a "strutting, sad-eyed martyr of literature." She is often amusing about the "sophisticated barbarism" of Hemingway and the "corn-cob cavaliers" of Faulkner, and she is in healthy revolt against the popular magazines, turning down fat offers for serialization of her fiction. "I do not want to make my living out of the mass mind," she observes. "Humanity and distinction, reality and art—these are the special qualities for which I have striven throughout my work."

Of these letters it might be said that their publication, on the present scale, is perhaps somewhat premature.

—Bettmann.

Ellen Glasgow and Joseph Conrad, at Capel House, England, in 1914.

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Milieu of an Englishman

"The Golden Sovereign," by Richard Church *(Dutton. 245 pp. $3.75), continues the autobiography, begun in "Over the Bridge," of one of the important British writers of our time.*

By Harvey Curtis Webster

LIKE its predecessor, "Over the Bridge," Richard Church's "The Golden Sovereign" conclusively proves that its author is one of the important, not-great writers of our time. I do not say this in deprecation or with complete assurance. The two volumes of his still incomplete autobiography demonstrate he is as illuminating as Osbert Sitwell, Stephen Spender, or Lincoln Steffens. It will be read widely, not praised highly by the pretentious and fashionable. But it can be argued that his extraordinarily honest account of a lower-middle-class life is better (because less mannered) than Sitwell's admirable autobiography.

Though Church's style descends to the banal almost as often as it rises to the very original, though the technique and attitudes are "old-fashioned," Church's book shows that penetrating revelation is at least the equal of sophisticated cleverness. Because the way of writing is the man, Church is right when he says "candor of statement" simply put should be as acceptable to critics as the necessarily experimental that is too much à la mode. A good, not wonder-full poet, a mediocre novelist, a perceptive critic, he may, particularly in his autobiography, survive longer than those with the most fashionable reputations. It is significant that his closest friends among writers have been W. H. Davies and Walter de la Mare, that he does not hesitate to admit his indebtedness to Keats and Spencer, that he does not honor the poetry of Hopkins or Eliot (though he likes and is grateful to Eliot as man and editor), that he has never practised the literary politics of the claque.

Honest, unpretentious perceptiveness makes Church important. He admits he had "scanty and elementary education, meager health, petty suburban environment." His university was the book store where he bought cheap, and gatherings of other members of his class who, naively enthusiastic, discussed music, art, and literature intelligently and with no care for fashion and little knowledge of what the universities thought mandatory. Still he was and is as dedicated as Milton and has preferred always a life of economic desperation to getting ahead. Few modern writers have as religiously done what they willed or cared less for the praise of those who think they alone know.

"The Golden Sovereign" is both a broad sociological study and an intense study of a man who knows deeply himself and his friends. It starts in 1910, where "Over the Bridge," concluded, continues to 1920. Sociologically it is a fine study of the English way of class and caste when one is just above the status of the working man. There is the father—memorable here as in "Over the Bridge"—a postal worker cheerfully childlike in his love for machines he can tinker with and travel "everywhere" in, not sensitive about women, pleasant, but perplexed by his son's silly love of books and writing. Similarly there is a fine portrait of the brother, Jack—morose, passionately in love with a cold woman, unable to comprehend his brother's carelessness about security. The characters who have not appeared before expand the picture of the life of a class: Jack's wife's mother, who thought common sense and health all that mattered (duck eggs were the cure for Jack's and Richard's fragility); Richard's first love, who valued her beautiful voice less than security; and the stepsister Richard married—good, unhappy, ignorant, able to learn. The many others include the musical family who fought about Wagner since he was a "bad" man and his music too sexual, and the superior to Richard at the Customs House whose religion was narrower than a needle.

But the best part of this continuation of "Over the Bridge" is the portrayal of Church himself, a portrayal that keeps away from self-pity, glorification, hyper-modesty. He makes you feel and live his life and attitudes—his stoicism about the Customs House work he dislikes, his bouts of ill-health, his persistent joy in the search for truth, his refusal to deny his insufficiencies, his refusal to denigrate or arrogate his accomplishments. He admits he could have been better and done more, blames himself rather than others, accepts pain as the unavoidable source of real happiness, unabashedly praises the universe and the mysterious God he trusts and cannot understand.

"The Golden Sovereign" is better than "Over the Bridge"; it belongs among the best autobiographies of our time. Its sins of style and its honestly admitted limits are virtues because they reveal both the man and his *milieu* as fancier writing and pretentiousness could not. It would be untrue to say his autobiography, which he must and will continue, is better than Spender's, Steffens's, or Osbert Sitwell's. It would be quite as false to say it is inferior. It is differently good and anyone who hopes to understand himself and his world should read and ponder it.

HENRY JAMES, PARIS CORRESPONDENT: Late in 1875 Henry James, ambitious, self-confident, and eager for experience, signed on with the New York

(*Continued on page* 60)

Your Literary I. Q.

Conducted by John T. Winterich

"THE SHADOWY FUTURE"

Fannie Gross of Asheville, North Carolina, asks you to match ten forward-looking (for better or for worse) titles of literary works with their misplaced authors on the right. Your fate hangs in the balance on page 62.

1.	"I'll Cry Tomorrow"	( ) Elliott Arnold
2.	"In Time to Come"	( ) Philip Barry
3.	"There Shall Be No Night"	( ) Gow and d'Usseau
4.	"Tomorrow"	( ) Aldous Huxley
5.	"Tomorrow and Tomorrow"	( ) Henrik Ibsen
6.	"Tomorrow and Tomorrow and Tomorrow"	( ) Howard Koch
7.	"Tomorrow the World"	( ) Robert E. Sherwood
8.	"Tomorrow Will Be Better"	( ) Lillian Roth
9.	"Tomorrow Will Sing"	( ) Betty Smith
10.	"When We Dead Awaken"	( ) Philip Wylie

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PERSONAL HISTORY

A Mistress of Napoleon III

"Miss Howard and the Emperor," by Simone André Maurois *(translated by Humphrey Hare. Knopf. 224 pp. $5), is the life story of the English woman who was Louis Napoleon's mistress for many years and who helped him to reach the French throne, only to be cast aside by him.*

By Jean Campbell Jones

SIMONE ANDRE MAUROIS has chosen as the subject of her first book a woman who has her paragraph in every history of France, but about whom until now very little was known. When Mme. Maurois first went to the now decaying Chateau Beauregard on the outskirts of Paris, she knew that a foreign woman by the name of Miss Howard had shut herself up there, having literally been an emperor-maker for the French.

Mistress of Napoleon III, she was his partner in his election campaigns, and later in his coup d'état. Beyond that, she had lied so many times under so many different names that no one knew where she came from, nor what became of her.

The style of Mme. Maurois' book, "Miss Howard and the Emperor" is rather dry and conscientiously accurate, but she has a fine romantic mystery to unravel, and just the facts themselves take her through a number of well-known bedrooms. Sometimes the story verges on a Colette, something in the order of The Constant Tart. Mme. Maurois herself prefers to think of Proust and how he would have been fascinated by these people. It is indeed a curiously mauve society she describes—expatriate and very rich young Englishmen living with French mistresses and siring a goodly number of natural children, who in turn take French mistresses and produce the most complicated lineage of rich Anglo-French bastards.

The Comtesse de Beauregard was once, Mme. Maurois discovered, just a romantic young English girl who ran away from home to go on the stage. Her first benefactor seduced her and set her up in style. Very soon, while still trying to combine her Shakespearean ambitions with concubinage, Harriet accepted another more attractive offer. During this next liaison she had a son and, in gratitude, her wealthy lover endowed her with a most generous settlement. Thus equipped with a great deal of property, the erstwhile actress met Louis Napoleon.

Having just escaped from the Fortress of Ham, the man of destiny was living in exile at the moment. His return to France seemed a remote possibility to almost everyone except Louis Napoleon and, apparently, Miss Howard. For her it was instant adoration, and she immediately left for a small house in Berkeley Street, where she and the future emperor lived in connubial-type bliss for several years.

When the prince did return to France, Harriet Howard discreetly followed, and there her money became a decided political asset. The records show that she gave the equivalent of a million pounds sterling in order that Louis Napoleon might be elected by universal suffrage.

WHEN he became president, her house was just behind the garden gate. She was still in her twenties and very beautiful, and since the president was a bachelor most of his friends accepted this liaison as understandable if not altogether desirable. Occasionally, someone in the provinces raised a bit of a rumpus, but the president's letters show that he did not hesitate to defend her tenderly and affectionately.

At about this point perhaps Louis Napoleon began to weary. Certainly after he became emperor he began to worry. The French were becoming less tolerant of the English woman with a horse for her coat-of-arms. Politically, the Empire demanded an heir and the young and coldly beautiful Spaniard, Eugenia, was chosen to provide one.

The mistress was sent out to pasture. In this case a huge estate a decent distance from Paris, where for a while Louis Napoleon dropped in occasionally. Finally, as Eugenia became quite nasty about the whole thing, he left, and Harriet spent the rest of her life expecting that he would come back someday.

He was tremendously in debt to Harriet financially, and Mme. Maurois' records show huge payments on through the Second Empire. He gave her a title, Comtesse de Beauregard, and left his own two natural sons (by the jailer's daughter at Ham) in her care for many years (until their mother married a high functionary and claimed them as her own).

In accordance with the master's orders, a marriage was arranged with an Englishman of good family and Harriet obediently complied, although they loathed each other. Thus, with all scandal dead and buried as far as Paris was concerned, Harriet found herself virtually alone in a marble mausoleum with more servants than visitors. Despite the new name on her calling card, for fear of offending the powerful Empress, not a door in Paris would open to her. And Louis Napoleon had apparently lost

(*Continued on page* 58)

Pick of the Paperbacks

CIVILIZATION AND ITS DISCONTENTS. *By Sigmund Freud. Translated by Joan Riviere. Anchor.* 95¢. Freud's study of contemporary culture, written in 1930, discusses its often excessive demands upon modern man.

DAY OF INFAMY. *By Walter Lord. Bantam.* 50¢. A stirring you-are-there account of what happened at Pearl Harbor on December 7, 1941.

PORGY. *By DuBose Heyward. Bantam.* 35¢. The story of a crippled beggar, his woman Bess, and the fervid life on Charleston's Catfish Row.

THE COMPLETE POEMS OF HART CRANE. *Edited by Waldo Frank. Anchor.* 95¢. This anthology from the works of the twentieth-century poet who immortalized a bridge to Brooklyn, includes selections from "The Bridge," "White Buildings," and "Key West," as well as Crane's brief essay on modern poetry and a few early uncollected poems.

MID-CENTURY. *Edited by Orville Prescott. Pocket Library.* 35¢. A collection of stories written since the end of World War II includes the work of such American writers as Shirley Jackson, E. B. White, and Hortense Calisher.

THE VOICE AT THE BACK DOOR. *By Elizabeth Spencer. Pocket Books.* 35¢. A courageous sheriff tries to dispense equal justice to all in the simmering town of Lacey, Mississippi.

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Books on Business:

A Year's Harvest

Selected by Edward C. Bursk, editor of the Harvard Business Review.

AMERICA'S NEXT TWENTY YEARS. *By Peter F. Drucker. Harpers.* 114 pp. $2.75. A thoughtful sweep of the horizon, covering some of the significant landmarks of the future in politics, foreign economic policy, higher education, democratization of business ownership, promise of automation, and growth of population.

PEOPLE'S CAPITALISM. *By David M. Potter. The Advertising Council.* 60 pp. 25¢. In a ground-breaking report of the eighth session of the American Round Table sponsored jointly by Yale University and The Advertising Council, the nature of our new business system is provocatively examined.

THE RESPONSE TO INDUSTRIALISM: 1885 TO 1914. *By Samuel P. Hays. University of Chicago Press.* 211 pp. $3.50. A helpful background for "People's Capitalism," this history of the coming of industrialism tells of the now-damned years when the people of this country were first trying to cope with the great changes brought by the industrial revolution.

THE CRISIS OF THE OLD ORDER, 1919-1933. *By Arthur M. Schlesinger, Jr. Houghton Mifflin.* 557 pp. $6. A liberal's highly readable analysis of the pre-FDR years, including the classic indictment of the businessman and a fast-moving, objective view of the New Deal's background.

WORK AND CONTEMPLATION. *By Douglas V. Steere. Harper.* 148 pp. $2.50. A philosophy professor, pondering the threatened breakdown between a man's daily job and his basic needs for creativeness and nonmaterial satisfactions, urges that we relate work patterns to "what they do to human faces."

PARKINSON'S LAW. *By C. Northcott Parkinson. Houghton Mifflin.* 113 pp. $3. This cleverly illustrated volume pokes fun at modern management with a series of "laws" which the author claims were developed out of costly and extensive research. Some examples: the coefficient of inefficiency, the law of triviality, how to recognize a dying organization.

MANAGEMENT GUIDE TO OVERSEAS OPERATIONS. *Edited by Dan H. Fenn, Jr. McGraw-Hill.* 308 pp. $4.50. Based on the 25th Annual National Business Conference of the Harvard Business School Association, this book offers a bird's-eye view of the opportunities, techniques, and problems of doing business overseas.

ARE YOU LISTENING? *By Ralph G. Nichols and Leonard A. Stevens. McGraw-Hill.* 222 pp. $3.75. Because we do not really listen to each other, we waste hours of time and lose many opportunities for increased understanding and knowledge. Here is a book that analyzes the problem, and presents some guides to good listenership.

MOTIVATION RESEARCH AND MARKETING MANAGEMENT. *By Joseph W. Newman. Harvard University, Graduate School of Business Administration.* 525 pp. $7.50. A careful and broad-gauge discussion of the relationship between the behavioral sciences and marketing decision-making; a good antidote to Vance Packard's "The Hidden Persuaders."

THE NEW CLASS. *By Milovan Djilas. Praeger.* 214 pp. $3.95. A searching analysis of the Communist idea by an ex-confederate of Yugoslavia's Tito, now in jail for this and other writings.

USA IN NEW DIMENSIONS. *By Thomas R. Carskadon and George Soule. Macmillan.* 124 pp. $1.50. In a liberally illustrated, well-written statement the authors summarize the highlights of The Twentieth Century Fund's latest survey of "America's Needs and Resources" a wealth of pertinent information is included.

DICTIONARY OF BUSINESS AND FINANCE. *By Donald T. Clark and Bert A. Gottfried. Crowell.* 409 pp. $6.95. This up-to-date, carefully edited volume includes thorough commentaries on the words and phrases used in modern business—and they are all in readable type.

THE CRACK IN THE PICTURE WINDOW. *By John Keats. Houghton Mifflin.* 196 pp. $3. A satirical novel about a suburban family buried under the weight of mortgages, community activities, and do-it-yourselfism. Here are the people behind the figures of The Twentieth Century Fund study.

DURABLE FIRE. *By Howard A. Swiggett. Houghton Mifflin.* 360 pp. $4. We still have no really good novel about businessmen in action; but this one, despite a number of improbable events and implausible characters, does show some sympathy and insight.

MY OWN STORY. *By Bernard Baruch. Holt.* 337 pp. $5. The park-bench confidant of Presidents tells the eventful story of a life marked by extraordinary influence in both business and government.

NUCLEAR WEAPONS AND FOREIGN POLICY. *By Henry A. Kissinger. Harper, for the Council on Foreign Relations.* 463 pp. $5. Taking off from a study of American foreign policy in a new era which was made by a group of ten specialists under the auspices of the Council on Foreign Relations, Dr. Kissinger has fashioned a powerful program for the country.

FORD: EXPANSION AND CHALLENGE, 1915-1933. *By Allan Nevins and Frank Ernest Hill. Scribners.* 714 pp. $8.95. The second volume of the authoritative history-biography takes the reader through the turbulent days of the Peace Ship, labor strife, revolutionary wage proposals, and the great crash.

LEADERSHIP IN THE TWENTIETH CENTURY. *By L. F. Urwick. Pitman.* 88 pp. $2.75. A perceptive analysis of the components of modern leadership by the well-known British scholar and management consultant. Colonel Urwick writes brightly, and his examples and anecdotes make this a most rewarding little volume.

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Business of Building Good Will

"Corporate Public Relations," by John W. Hill *(Harper. 173 pp. $3.50), sets forth the basic principles of enlightened public relations in the present-day corporation. It is reviewed by Edward W. Barrett, dean of Columbia University's School of Journalism.*

By Edward W. Barrett

A SURPRISING number of major national policies took shape when they did and as they did simply because some official had to make an important speech. The quest for something fresh and important to say had profound policy effects. This was partly true of the Marshall Plan and particularly true of Mr. Truman's Point Four and Mr. Eisenhower's Atoms for Peace.

Similarly, some of the more enlightened and foresighted policies of American corporations have come into being because management decided to embark on a public relations program. The corporation's decision to open its doors and forthrightly tell its story led to re-examination of many a fundamental policy.

Though John Hill doesn't stress this point, he has played a major role in many such corporate moves. In this little book he sets down the philosophy and rationale of enlightened corporate public relations. His is not a simple "how to do it" book. Its emphasis, rather, is on "why to do it," with particular stress on fundamental principles and policies that the corporate executive owes it to himself to understand.

This writer cannot profess to be utterly detached in viewing John Hill's book. Having worked with him closely over three years, applauded his public relations tenets, disputed his political views, and even made suggestions for this book, I could not pretend to Olympian objectivity. This article, accordingly, is less a review than a commentary on the trends the book reflects. At the same time, it is only fair to add that I agree with many others who consider this the ablest exposition yet of the basic principles for building corporate good will through public relations.

—*Fabian Bachrach.*

John W. Hill—". . . no cure-alls."

When John Hill turned from newspaper work to publicity thirty years ago, only a handful of major corporations had anything approaching conscious public relations programs. It was still the age of the industrial titan who viewed the corporation almost as a private plaything.

Today John Hill, as Hill and Knowlton's senior counselor on broad public relations, estimates that 5,000 corporations have some sort of public relations programs. A new generation of hired managers accepts collective bargaining as a fact of life, endorses views that would horrify the titans, and recognizes some degree of social responsibility (as reflected, for example, in corporate gifts of some $100,000,000 a year to higher education).

The term *public relations* unhappily has come to cover multiple virtues and sins. To some it still means mere publicity and press-agentry. To a few it suggests lobbying. To others it even covers devious manipulation.

John Hill today sees public relations as a broad management function —more precisely (and correctly, I believe) as the management function of giving the same organized and careful attention to the asset of good will as is given to any other major asset of the business.

He sees successful public relations as requiring a foundation of integrity, of forthright and understandable presentation of facts, and of policies and actions that are "sound when viewed in the light of the public interest." (He accepts Walter Lippmann's definition of the public interest: "What men would choose if they saw clearly, thought rationally, acted disinterestedly and benevolently.")

Mr. Hill spells out convincingly the dollars-and-cents values of such policies. He underscores what able spe-

(*Continued on page 55*)

Creed for Progressive Management

"THE corporation exists to serve the common good and must constantly justify its performance on that basis before the bar of public opinion.

Integrity of quality and fairness of price, with respect to products and services, are not only morally right, but are also essential to public acceptance and business growth.

Individual human dignity is a value of fundamental importance, and provision of good wages and good working conditions for employees is a basic management obligation.

Employees have every right to seek economic improvement and changes in working conditions, through collective bargaining if they wish.

The opportunity to earn adequate profit is vital to economic progress; and basic among tests of the real worth of any business to the people it serves is its capacity to maintain a sound financial structure to compensate investors fairly for use of their capital, to provide funds for the research that creates new products, and to finance the growth in production that a prosperous society requires.

Corporate enterprise must assume its fair share of responsibility in the society that permits its growth—giving of its time and money in the support of community progress, education, and other public causes.

The competitive enterprise system is the indispensable foundation beneath American freedom, American democracy, and the prosperity of America's millions.

The corporation has the duty of maintaining direct and constant communication with its various publics, in order to explain and interpret its policies, actions, beliefs, and economic and social philosophy."

—*From "Corporate Public Relations," by John W. Hill.*

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Notice Is Served

1. THE NATO nations have put the Soviet Union on notice that any military interference in Europe could mean war.

2. The Soviet Union has put the NATO nations on notice that the existence of American military bases on their soil could mean war.

3. The United States has put the Soviet Union on notice that it is ready to begin all-out nuclear bombardment if the Soviets move in the Middle East.

4. Everyone everywhere is on notice that a hydrogen bomb has already been tested that contains more than one thousand times the explosive power of the bomb that destroyed Hiroshima and killed 230,000 people.

5. The human community is on notice that enough nuclear explosives now exist to end life on earth.

6. Scientists have served notice that satellite platforms can send hydrogen-bomb missiles across the oceans.

7. There is a similar notice to the effect that in the age of the intercontinental ballistic missile, America and Russia are eighteen minutes apart.

8. The American people have been put on notice that they may have to build—and possibly spend considerable time in—a network of underground cities as partial protection against attack or against the radioactive contamination of surface air.

9. Even if countless billions should be spent in building a network of underground cities, it is doubtful that people could get into the shelters in time. Moreover, no adequate defense to protect civilian populations has been devised for hydrogen bombs.

10. Even if human life should continue after a war, the cities of man will be pulverized, the air will be fouled by invisible poisons, the genetic integrity of human beings will be violated, and future generations may be twisted, deformed, enfeebled.

EVEN without respect to a war, serious danger is represented by unlimited testing of nuclear explosives. Here are some pertinent facts:

1. A sub-committee of the Joint Congressional Committee on Atomic Energy has warned that unless a world ban on nuclear testing is put into effect, radioactivity in the air will rise beyond the tolerances set by the U.S. Atomic Energy Commission.

2. The A.E.C. revealed that detectable amounts of the dreaded radioactive strontium have already been found in samples of the nation's milk.

3. The amounts of radioactive strontium so far found in milk are now believed to be under dangerous levels, but these levels will be passed as the result of unlimited testing.

4. The Japanese government recently tested its soil and found that dusting radioactive strontium in the Tokyo area, as the result of nuclear explosions by the United States and the Soviet Union, is fast approaching the danger levels specified by the United States Atomic Energy Commission.

5. Even if not another bomb is exploded, the continuing radioactive fallout over Japan, measured in millicuries of strontium 90, will be beyond the A.E.C. safety estimate by 1962.

6. Because of the pattern of winds, the Northeast area of the United States is believed to be particularly vulnerable, according to expert testimony before the Joint Congressional Committee on Atomic Energy.

7. Recently, scientists at the University of Minnesota reported that radioactive levels in the area of Minneapolis were more than one hundred times the national average.

8. Radioactive substances resulting from nuclear explosions are not dispelled by the atmosphere. It takes twenty-six years for a quantity of radioactive poison produced by a nuclear explosion to lose half its strength.

9. So far, 132 nuclear explosions have been set off by the United States, the Soviet Union, and Great Britain.

10. Only a small fraction of the poisonous radioactivity produced by those explosions has come to earth. Each additional explosion, therefore, adds to the cumulative total of radioactivity in the atmosphere. There is no way to wash the sky.

ALL these facts—the mushrooming tensions of the Middle East, the launching platforms for satellites that can be used for intercontinental ballistic missiles, the power of modern nuclear explosives, the lack of adequate civilian defense, the danger of unlimited nuclear testing—all these cannot be evaded by any individual.

We want to save the peace, but we also want to preserve our freedom.

What can we do?

We can begin by recognizing that great dangers require great measures. The kind of policies that might have made sense fifty or even fifteen years ago are obsolete today. If we think in terms of military security alone, we will lose our security. If we think in terms of national sovereignty alone, we will destroy our sovereignty.

No policy makes sense for America unless it addresses itself to the entire human situation, unless it seeks to meet the present overwhelming danger to the human community. Man belongs to the human race even before he belongs to a nation or a culture or a special group. But the human race as such is unrepresented in the world today. It lacks an organization. It lacks a spokesman. It lacks the world law which alone can give it protection.

The problem at its largest, then, concerns the need to crack out of the prison of plot-and-counterplot, of balance-of-terror thinking, of all the outworn notions about unfettered national sovereignties. Unless we address ourselves to that problem, we will be wasting our energies, inviting new dangers, missing opportunities.

The time has come for people to put the governments on notice that the cause of man must be put above the cause of the nations. Absolute national sovereignty does not serve the cause of man and should be modified as required. The state must serve the natural rights of man and not expunge them, and if existing agencies do not serve those natural rights, new agencies should be created. —N. C.

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LETTERS TO THE EDITOR

NEEDY TALENT

IT HAS BECOME evident, ("No Bargain Basement for Higher Education," *SR* Nov. 23) with the costs constantly rising—and already beyond reach for many—that a college education will, within a few years, be the exclusive privilege of the wealthy. In many instances the price now comes to a cool $10,000. Picture the situation of a father with five children, all capable of handling the college curriculum, and eager to benefit from what college has to offer. Where shall the average such parent obtain $50,000?

There must be thousands of students who are compelled to quit education after leaving high school, because the family does not possess sufficient finances, or because they have to go to work to help support the family. What a waste this is to them, and what a loss to the country! How much poorer we would be if the Salks, the Roosevelts, the Bunches, and the Thomas Wolfes had been unable to afford a college education! Yet it is frightening to think of the thousands, with talents potentially as great, who are "forced to waste their fragrance on the desert air."

B. E. EDELSTEIN.

West Newton, Mass.

THROUGH HISTORY WITH J. WESLEY SMITH

"Of course the world is flat—but he's so cute."

I LIKE IT FREE

IN REGARD TO Hollis Alpert's remarks in "The Big Change in Hollywood" (*SR* Dec. 21): I believe Pay-TV is a matter of an ephemeral promise (such as each new media always makes and seldom fulfils) balanced against a very real financial injury to the entire public. Free television has become a necessary means of entertainment and escape to most of us (even professional science-fiction writers like me); we aren't satisfied with what we do get but we wouldn't want to give it up. I don't think anyone seriously believes that Pay-TV is not intended to drive Free-TV out of business. Pay-TV will up production costs, even film rentals, to the point where the networks will have to launch their own toll systems to stay in business. The idea of presenting only those things not seen on current television was quickly forgotten. What we now hear are discussions of how much to charge for the World Series and other previously free events. Similarly the promise of an absence of commercials is hollow. The pay systems admit they will allow "participating sponsors" to do the public this "free" favor.

JIM HARMON.

Mt. Carmel, Ill.

GO TO THE ART-FILM

READING PADDY Chayefsky's article "Art Films—Dedicated Insanity" (*SR* Dec. 21) has shamed me a little and also prompted me to blast off a plea to those of us who enjoy, who need, and who want more "art films." The non-artist, the person for whom art films are made, has a responsibility, I believe, to the artists who create these films. He should attend them as a means of supporting and encouraging production of more of these films. I had the intention of seeing all of the pictures in Mr. Chayefsky's article. I wanted to see them. But it was too cold that night, or too much trouble to get a baby-sitter, or in general just too inconvenient. In other words, I was too lazy to get out of the chair after dinner and do all the preliminary chores that must be done before we can go to a movie. My score is two out of the six titles. I offer my apologies to Mr. Chayefsky. And I promise to raise the score from here on out.

DEAN BROWN.

Ann Arbor, Mich.

LIBERAL THUMPERS

I REFER TO Robert Lewis Shayon's starry-eyed panegyric concerning NBC's reply to the greatest ham actor of them all (on the other network) (*SR* Dec. 28). What Mr. Shayon likes most about Hunt and Brink is that they are "moralists." Indeed! By whose moral standards are they being judged? Apparently as long as they go on thumping the battered tin tub of "liberalism" they are "moralizing" to the satisfaction of Shayon and *SR*.

EDWIN L. STILLMAN.

Sea Cliff, N. Y.

TAXATION BY AUTO

THAT NEW YORK'S traffic-law enforcement is a system of taxation is evident to any student of city traffic. Horace Sutton's theory (*SR* Dec. 14) is confirmed, for example, by the increase in the number of "towaway zone" signs after the $60-a-year auto-use tax was (at least temporarily) defeated, and by the increase in the number of other restricting signs in virtually all outlying residential city areas after the law was passed extending legal parking in unmarked areas to twenty-four hours. The unmarked zone is a thing of the past within the legal city limits today. On the other hand, these are understandable practices on the part of a city with an almost impossible situation to handle (this is too often overlooked by critics). But where other cities with a similar problem have always tended to seek out ways to alleviate the situation at its source—congestion—New York has taken the attitude of trying to cure rather than prevent. I would suggest the creation of a city car-owner's self-help organization whose primary aim should be to assist the city in solving its parking problems and its traffic regulation, and which could, at the same time, look out for its own interests *vis-a-vis* enforcement.

H. W. BACHMANN.

New York, N. Y.

CIVICS FOR BOMBS

WHY NOT POOL every nation's military resources into a United Nations "International Police Force" which no one country could withstand, and use the funds and personnel saved for civic improvements?

DON ELLIS.

New York, N. Y.

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SR GOES TO THE MOVIES

Three at Sea

T. E.B. CLARKE'S script for **"All at Sea"** must without question have been designed expressly for Alec Guinness; otherwise this nonsensical invention could not have been taken seriously for a moment by Sir Michael Balcon, that English producer who combines, all in one person, wit, geniality, urbanity, literateness, and good taste. While there is no longer an Ealing Studio, as such, Sir Michael continues to make films under his Ealing imprint, and there is evidently some sort of happy arrangement that allows for Clarke, Balcon, and Guinness to collaborate on occasion. The notion behind **"All at Sea"** is that a certain Captain William Horatio Ambrose, member of Her Majesty's Navy descended from a lengthy line of illustrious seafaring men (each one of which is delineated briefly by Guinness), becomes sea-sick the very moment he tries to put to sea, and longing for a command of his own eventually buys an ancient amusement pier at a seaside place called Sandcastle, which he then proceeds to make shipshape, under the assumption that a taut pier is an efficient pier.

Without Guinness the story would have made one of those mild little British comedies, several of which drift over here each year to wither away under vast public indifference, but with Guinness something is added, the mixture is charged, certainly not as before. It seems to me what Guinness adds is first an element of satire, and secondly a tribute to the resourcefulness of man. What is satirized in **"All at Sea"** is all the accumulated tradition of the Queen's Navy, and Guinness does it with the merest inflection of his voice, or sometimes by not reacting when any normal human being *would* react. In the second case, when men and the fates conspire to take the captain's happy pier away from him, Guinness is there with a notion, with the willingness to experiment, to try something new. No matter how ridiculous—give it a try, see it through, and perhaps the ship (or the pier, which gets loose upon the waves) will come safely home to port. He's a stout one, that Guinness, and how happy we should be to have him.

* * *

"The Admirable Crichton" in its second go round (it was made before, in 1919, by Cecil B. DeMille, under the title of "Male and Female") has been considerably improved, and what is most surprising is perhaps the fact that J. M. Barrie's familiar play can still provide as much amusement as it does. At any rate, here we have that same British family, pre-World War I vintage, tony as all get out, class distinction flying (although weakening slightly as Lord Loam experiments with some of these newfangled democratic ideas), served by that incomparable butler, Crichton. Then, when a yachting trip ends in near-disaster, the castaways float to an uninhabited isle which looks suspiciously like Bermuda, and there the true distinctions between the family and the servants assert themselves. Crichton becomes lord of the island, while Barrie appears to imply that class distinction, whether on a British or a South Sea isle, will always be there. Someone will be a master, and someone a servant, in other words. Thus, he betrayed himself, but the movie is nevertheless fun, made so particularly by Kenneth More as Crichton, and a first-rate group of players among whom are Cecil Parker, Diane Cilento, Martita Hunt, and Sally Ann Howes.

* * *

It appears to be a watery week, for the sea is still with us in **"The Enemy Below,"** a superior action picture directed by Dick Powell. One of our destroyers in World War II is in action in the South Atlantic when radar contact is made with an enemy submarine. What had first appeared to be a story about whether the new destroyer captain would prove himself to his men in the stress of combat soon shifts into a duel of seamanship (and submarinemanship) between the American and German commanders, the former played by Robert Mitchum, the latter by Curt Jurgens. Blips on the radarscope become fraught with menace, depth charges shake the submarine, torpedoes track the destroyer. Meanwhile the German commander gives vent to some anti-Hitlerisms, while the American reveals himself to be essentially a pacifist at heart. If one is inclined not to be too egghead about it, it makes for a satisfactory movie. —HOLLIS ALPERT.

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MUSIC TO MY EARS

Bernstein's Shostakovich, Farrell's Strauss

WHETHER or not the time was ripe, there was an almost tangible spirit of "Off with the old, on with the new" at the year's first concert of the Philharmonic in Carnegie Hall. It marked the first appearance of Leonard Bernstein as conductor since his appointment last month as the orchestra's new music director—a status which does not become official until next fall, but one that a large portion of the audience appeared to regard as already effective.

Bernstein contributed to the atmosphere of change in several ways. One was by altering the seating of the players so that the double-basses were arranged, on a platform, across the rear of the stage. This was doubtless intended to make them more audible as well as more visible, but balances are hardly so critical in Bernstein's orchestral performances as to influence the outcome very much. For the first time in memory, he used a baton (barely more than a pencil's length) in deference to a back injury which made the larger gestures for baton-less-conducting painful. There was also a piano at hand, on which he performed the solo part of Dmitri Shostakovich's Concerto No. 2 in its first performance outside the Soviet Union. As the program also included Strauss's "Don Quixote," with Laszlo Varga and William Lincer of the orchestra as soloists, it was one of those "never a dull moment" evenings.

The expression, actually, is applicable mostly in the visual sense, for the music (Schumann's "Manfred" overture began and Ravel's "La Valse" ended) seldom sounded as well as it looked. A typical instance was the Shostakovich, a twenty-minute piece written for his twenty-year-old son Maxim (fortunately, he is not yet thirty, to warrant a thirty-minute piece). Bernstein gave this the Bach clavier-cembalo treatment, with his back to the audience and the keyboard in full view. It is, by any standards, a thin piece, with restricted technical requirements related to the skill of its chosen performer, and a typical assortment of compositional mannerisms. Among these are quasi-banal tunes, climaxes achieved by endless repetition of thematic fragments, a narrow harmonic range. Its best section is the pensive slow-movement, with a kind of expressivity that might be called Rachmanikovich.

It could be argued that a finer pianist than Bernstein, given the orchestra the full attention of an equally able conductor, would have produced a better result. On the other hand, the showy duality of Bernstein's effort provided two distractions from the substance of what was being performed. The performance was always entertaining, whether the music was or not. It was difficult to tell whether the robust applause was a tribute to his juggling act or the script which it utilized. Personally, I would prefer a conventional treatment which would put the emphasis—for better or worse—where it belongs: on the music.

In the opening hour of the program, Bernstein reverted to the first two works he directed with the Philharmonic as an emergency replacement for Bruno Walter in 1943. Doubtless he knows more about the "Manfred" overture and "Don Quixote" than he did then; but does he know enough, feel enough, about them for the responsible position he now occupies? My judgment is—not quite. For, with the knowledge, the feeling, the talent which are undoubtedly his goes a lack of discipline to meet the music on its own terms. The taut, alive sound of the orchestra was good to hear—not so, the exaggerated contrasts of the Schumann, the inability to convey the delicacy of the Strauss score as well as its mass.

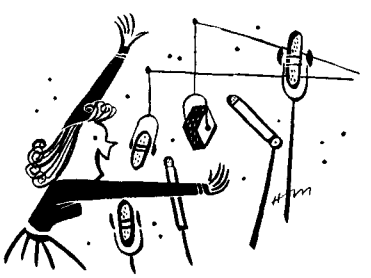
In his treatment of excerpts from the novel of Cervantes, Strauss wrote many things, but not foot-stamps for the conductor. This may seem a trivial detail, but it is symptomatic of the conductorial truism that clarity begins at home. If a conductor cannot discipline his own actions, how can he extort such obedience from his players? The cultured art of Varga, in particular, deserved an orchestral backdrop of more finesse and cleaner texture than Bernstein provided.

PUTTING this year's version of "Ariadne auf Naxos" into Carnegie Hall did more than enable a larger number of listeners than before to hear the Little Orchestra Society's version of the Strauss work under Thomas Scherman. It also gave the listener optimum opportunity to gauge the current vocal stride of Eileen Farrell (who again sang Ariadne) as previous performances in Town Hall never could. And it left no doubt that Miss Farrell's imposing vocal endowment is now at its most compelling, with a breadth, ease, and power of Flagstadian dimensions. For such a singer to live in New York and not be active at the Metropolitan makes no more sense than when the singer's name was Helen Traubel.

For the rest, it was much the same kind of Scherman-Strauss as before, enlivened by a partial use of the large stage for mime action by the dancers cast as Arlechinno, Truffladino, etc. This added movement to the picture if not much meaning to the action. Mattiwilda Dobbs sang her Zerbinetta with typical fluency and precision, sharing audience favor—and it was considerable—with Miss Farrell. Jon Crain (Bacchus) and Russell Oberlin (Brighella) were the best of the associated performers. Scherman preceded "Ariadne" with four interludes from "Intermezzo," in which the added strings and winds were like so much sand in the cleanly textured smaller group. The large audience did not appear unduly disturbed.

A VICTORIA de los Angeles "Figaro" at the Metropolitan turned out to be a Lisa della Casa "Figaro," when los Angeles (who had been substituting liberally this season for the absent Renata Tebaldi) succumbed to a seasonal ailment. Happy the management which can substitute one Mozart singer of such quality for another at short notice! It would be happier, no doubt, if it had similar resources in Verdi, where Mary Curtis-Verna has doubled recently not merely in reasonable circumstances, but also in unreasonable—as when she sang leading roles in "Forza" and "Aida" on successive nights.

With Erich Leinsdorf firmly in charge and Cesare Siepi, Roberta Peters, and Martial Singher in familiar roles, primary vocal interest was contributed by Rosalind Elias as Cherubino. She has had at least one previous opportunity, but Cherubinos do not flourish sight unseen, the part requiring playing and more playing. Miss Elias met its vocal challenges surely and suavely, with apt vocal quality both for the solos and the ensemble. Given suitable opportunity, she could become thoroughly qualified in the part. —IRVING KOLODIN.



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BOOKED FOR TRAVEL

Notes on the Edge of a Ticket

FARE ENOUGH: By the time the Spring migration to Europe begins, the airlines will have established three distinct classes of air travel to Europe, adding a new sub-tourist strata of spartan journeying to an already complicated rate schedule. The new rates have been approved by IATA, the international aviation association, which means they can be offered by all airlines at precisely the same fares commencing April 1. Two companies, however, KLM, the Royal Dutch Airline and BOAC (the British Overseas Airways Corporation), have already announced the newly approved, and as yet unnamed, budget-class air service.

Roughly speaking, the fares will be about 20 per cent lower than former tourist class prices. On the other hand they will be higher than the fifteen-day excursion fares that had been instituted as a compromise gesture some time back. KLM's fare for the New York to Amsterdam route, for example, will be $272 one way. To meet the lowering tariff KLM has already begun modifying seven Super Constellations, adding sixteen seats, to bring the passenger payload to ninety-seven. Since the economy class passengers will not be served elaborate meals the size of the pantry will be reduced too.

BOAC, with a choice of Stratocruisers, Britannias, and DC-7Cs, will initially use its DC-7Cs, may operate all three classes on one airplane. These will be the basic differences:

First class: Sixty-six pounds luggage allowance; sleeper seats, fully reclinable, with foot rest, elaborate meals served without charge; free liquor. Fare, New York-London roundtrip, $783. Berths extra at $75 each way.

Second class: (formerly known as tourist class). Forty-four pounds luggage allowance; reclinable seats; free meals; liquor purchasable by the drink. Fare, New York-London roundtrip, $567. Berths not purchasable.

Third class: Forty-four pounds luggage allowance; thirty-four-inch pitched seat; (thirty-four inches from rear of seat in front to front of passenger's chair); free coffee, tea and sandwiches, other meals purchasable. No liquor served. Fare, New York-London roundtrip, $453.60.

In addition, BOAC, like many another airline, was offering a fourth, or pre-first class, de luxe service. It calls for Boeing Stratocruisers, lightly loaded with forty-four passengers, a bar in the belly, and the right to buy a berth at $75 per crossing. The fare for super service, New York-London and return, $873.

In bringing on the new "economy" fare, the carriers were also raising the ante in the other two classes. Tourist class was up $55, for the London roundtrip, and first class was up $63 for the same excursion. But whether the new arrangement was really low enough to attract that whole new class of Europe-bound travelers the airlines (and the European countries and the travel agents) have been seeking to woo, is doubtful indeed. The new economy fare would even be more expensive, by $28.60, than the seventeen-day excursion fare which had been obtainable all year round but which will be discontinued when the economy fare goes in. Still cheapest is family fare which, at $844 for two round trips, New York to London, is available between October 15 and March 15.

The new rate structure will hardly prove an incentive to European hotel interests to build low-cost inns for the middle-class American whose presence abroad has long been talked about. That would have to wait for the jets with their big payloads, their fast turn-arounds, and presumably, their lower fares.

THE JET SET: With B. and K. tooling around in a Russian jet for some time now, and even Russian U.N. workers coming to work in New York in a new Tupolev 104, it was getting rather embarrassing to send our large wigs hither and yon in an old-style piston-engine plane. Finally, it was announced that Mr. Nixon would henceforth be quipped with a KC-135 Boeing jet, the military version of the swept wing, four-engine Boeing 707 which will begin flying commercial routes for the world's airlines next year. The plane would not be flown by the President, who is still lumbering around in the *Columbine,* a Lockheed Constellation. A newer style Constellation on charter from TWA carrying the White House press to Paris for the NATO meeting recently, left forty minutes after the President, flew nonstop, got there seven and a half hours ahead of him. The official word is that the Boeing is still, after all, an experimental plane, as yet not fully approved by the CAA. More probably the extreme heights flown by the jet would also prove a consideration in deciding whether Mr. Eisenhower should fly in it or not. The Boeing was to stay with the Air Force, await Mr. Nixon's call. Presumably he would call for it on upcoming forays around the world.

However, just when it looked as if we would be able to display our latest techniques in passenger-carrying aircraft Senator A. S. Mike Monroney sent a wire to Defense Secretary McElroy which asked by what right the Air Force would make such a plane available to Mr. Nixon. The senator from Oklahoma thought the use of the plane "as a cross country taxi" would prove "extravagant and dangerous."

The Air Force was required to issue an immediate statement that all it had done was offer Mr. Nixon a ride, not a whole airplane. Presumably the best the government would be able to give Mr. Nixon on his next foray across the globe is a piston engine aircraft which even a Russian UN clerk would now have to consider about as progressive as a Spad.

WILD WHITE YONDER: One U.S. airline will start the new year with the first Negro stewardess ever to fly in a regularly scheduled American plane. She is Ruth Carol Taylor, a twenty-six-year-old, handsome, college-bred registered nurse from New York City. Interviewing her over Manhattan's WRCA, late-hour round-tabler Tex McCrary described her as "a cross between Lena Horne and Harry Belafonte and that ain't bad." Miss Taylor's employer is Mohawk Airlines, a small feeder line operating exclusively in New York State. She has previously applied for a stewardess job with TWA, been turned down because of "intangible reasons."

As Stewardess Taylor began schooling for her runs inside New York State, TWA extended its routes deeper into colorful Asia, flying beyond its previous outlying points in India to Bangkok and Manila. There it will link up with the Northwest for new U. S. round the world service. Round-the-world fare for Asians or Americans traveling the new U. S. global service: $1,364.30 and up.

HISTORICAL NOTE: Although many railroads practiced segregation, the eighty-five-year-old Pullman Company hires Negroes exclusively as Pullman car porters in the U. S. and has a few Filipinos as stewards in

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its bar and lounge cars. Airlines, which do not practise passenger segregation, have waited until 1958 to hire the first Negro stewardess. There is one colored airline pilot in the country. He flies helicopters for New York Airways operating between airports in the New York area.

SOVIETS IN THE STATES: The Soviet Government's travel bureau has asked its American representatives for possible itineraries to be used by Soviet tourists traveling in the United States. With the lifting of the fingerprint regulation the Russians have hardly a statute left to stand on, and they are apparently disposed to allow selected travelers who have been roaming all over Europe the past few summers, to make the long journey to America. For most Russians it will be the ultimate in state-granted favors. Despite the bristling of governments, this country has always been the model, the supreme competition, and the fascination for the Russian people.

The problem here will be to arrange tours within unrestricted areas of America. Travel agencies like New York's Cosmos Travel Bureau, which functions as a U. S. agency for Intourist, finds itself in the middle of a giant global game of tit-for-tat. Acting on restrictions imposed by the Soviet Union for travel inside Russia by Americans, the U. S. State Dept. issued its own reciprocal set of regulations limiting the wanderings of Soviet governmental employees inside the U. S. In 1955 the U. S. extended that ban to all Soviet citizens coming to the U. S. At the same time it announced, "Should the Soviet Union conclude that the international situation were such that security requirements enabled it to liberalize its regulations restricting the travel of United States citizens in the Soviet Union, the United States Government would in turn be disposed to reconsider in the same spirit its own security requirements."

The game teetered back and forth. The Russians closed a border zone and so did we. They closed a string of cities previously open, and so did we. They banned travel on a certain highway, we forbade traveling on a highway. Last August in a note which opened five small towns and tourist points around Moscow as well as access to them, and closed 120,000 square miles of territory which had previously been open to foreigners, the Soviet government stated it was ready to discuss the reciprocal opening of a number of closed cities and localities in the USSR.

That November the U. S. Government proposed the mutual abolition of the closed zones. At the same time, matching the new Soviet restrictions, we opened Philadelphia, Boston (excepting Charlestown), Buffalo, Kansas City, Portland, Denver, Flint, and Harrisburg, and simultaneously closed San Francisco, Richmond, Glendale, Pasadena, Long Beach and parts of Los Angeles, California; as well as Seattle and Tacoma, and certain counties in Georgia, Florida, and Washington. All told, we closed off 45,000 square miles of U. S. soil, or a chunk in the same proportion to the total area of the U. S. as the newly closed territory in the Soviet Union is to the total area of that country.

For Americans touring Russia, open cities include Leningrad, Moscow, Kiev, Kharkov, Minsk, Odessa, Yalta, Sochi, Sokhumi, Batumi, Tiflis, Stalingrad, Rostov-on-Don, Ivanovo, Orjonikidze, Tashkent, and Alma-Ata.

As things stand at the moment Russians who may come here this summer, without benefit of fingerprints, will be allowed to visit Manhattan but not Brooklyn, Miami Beach but not Palm Beach. They are denied a look at Niagara, and a Soviet tourist who managed to get as far as the West Coast would find Los Angeles closed except as defined below:

> that area of Los Angeles (including Universal City and Culver City), Burbank, and Beverly Hills bounded by: the Los Angeles River on the north from Sepulveda Boulevard to Olive Avenue; Olive Avenue Northeast from the Los Angeles River to Victory Boulevard; Victory-Riverside Boulevard from Olive Avenue Southeast to North Broadway; North Broadway-Broadway Southwest to Slauson Avenue; Slauson Avenue West to Sepulveda Boulevard; Sepulveda Boulevard North to the Los Angeles River.

Got that straight, Ivan?

—HORACE SUTTON.

ROUTES FOR RUSSIANS: Readers who would like to play travel agent are invited to fashion their own notions of the best tours for Soviet citizens coming to the U.S. Since it is all hypothetical anyway, discount the restrictive U.S. rules, include places which in your opinion would best display America and its way of life to a Russian with twelve-days' travel time and limited funds. Send your suggested tour to ROUTES FOR RUSSIANS, Saturday Review, 25 West 45th St., New York 36, N. Y. We'll print the most interesting ideas.

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1958: YEAR OF CHANGE & CHALLENGE

—Ford Motor Company.

AN executive suite at one time was as much a place of isolation for a businessman so far as world affairs were concerned as the ivory tower traditionally was for scholars. The tides of social concern and contemporary politics beat in vain at both doors, failing to attract the attention of either occupant.

That time has passed. The scholar and the scientist and the businessman are out in the modern world of change and challenge that confronts mankind around the globe in this age of missiles and atoms. In particular, the businessman must now be concerned with the larger scene of which his industry is a vital and indivisible part.

U.S. business has seen its responsibilities in America and the world expand enormously. In this issue of The Saturday Review *the president of the General Electric Company, Ralph J. Cordiner, discusses a "new social dimension" that has been added to the manifold and complex responsibilities of the executive heads of our great corporations. Other contributors sound the same note.*

U.S. business leaders today are held responsible by the American people for maintaining prosperity and employment, for helping this country to regain the scientific and educational leadership we have lost at least temporarily to Soviet Russia, for enabling democratic capitalism to surpass Soviet economic competition abroad, and for wise socio-economic policies at home. The fluctuations of the U.S. economy and the Soviet scientific surge into space have served to intensify the expanded responsibilities of business as well as government and educational leaders.

Nineteen-fifty-eight promises to be a year of unprecedented change and challenge for the United States. This issue of The Saturday Review *takes a searching look at the enlarged responsibilities of U.S. business in the new year.* SR *dedicates this issue to the attempt of business and of America to measure up to the challenge, both at home and abroad, and to keep pace with continuing large-scale change which will no longer permit scholars, statesmen, or businessmen to remain complacent over past achievements. The insistent knock of the future sounds as loudly in board rooms as in college lecture halls.*

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NEW DIMENSION IN BUSINESS LEADERSHIP

—Burns.

The president of the General Electric Company, former vice-chairman of the War Production Board, and author of the much-discussed "Cordiner Report" on careers in the armed services, describes the widening social claims made on the American businessman today.

By RALPH J. CORDINER

THE shock of Soviet successes in military technology, coming at a time of political and economic uncertainty in the United States, has raised deep questions about the free versus the "directed" society.

The challenges of a world in revolution are swiftly finding their focus, and the performance of the United States in 1958—closely watched by anxious people around the globe—will have profound effects on world opinion and world events for decades to come. The very idea of a free society is being put to the test.

Even in our own country, many citizens are questioning whether the United States will have to be "just a little more like Russia," just a little more regimented and centralized, in order to survive as a nation in the nuclear age.

The challenge to leadership in America is to prove once again that the free society is, practically and philosophically, the best possible kind of society; that it has vitalities which are superior to the challenges of any totalitarian system, whether the challenge be military, economic, political, intellectual, or spiritual.

While it might be interesting to speculate upon the impact of this challenge on leadership in many fields —politics for example, or education— this article will explore some of the implications for business leadership.

One thing can be said with certainty: the managerial skills that sufficed for an earlier day will not suffice today. Managerial attitudes and skills, like any others, are subject to rapid obsolescence in this age of change. The manager who does not keep up with the times—or rather, keep up with the future—is going to find himself as obsolete as yesterday's newspaper, and almost as quickly.

There was a time when business operations were run almost on a day-to-day basis. Today, a manager must anticipate the future and plan ahead, preferably ten to twenty years ahead, if his business is to thrive in a changing world.

There was a time when current profits were the only concern of most businesses. Today's larger goals of stability and steady growth in earning power bring new perspectives to the manager, without reducing the necessity for sound current earnings.

There was a time when the manager felt that his decisions had little influence on the nation's economic and military strength. Today, in many companies, decisions are made with a conscious reckoning of the company's responsibilities to the national defense and local, or even national, business conditions.

There was a time when the manager felt that if his share owners were happy and if his customers were not going over to his competitors, he was satisfying his managerial responsibilities. Today, the manager knows that continuing usefulness and profitability depend on a much wider spectrum of relationships involving not only customers and shareowners, but employes, other businesses, other institutions, and the society as a whole.

All this is to say that a new dimension has been added to business leadership: the social dimension. The manager is still concerned with making and selling goods and services at a profit, but he now recognizes long-range social and political factors that were once considered irrelevant.

It is important that this increased recognition of social and political factors be kept in perspective. Business is primarily economic, not political. Government is primarily political, not economic. Each of these institutions must keep its focus on its prime responsibility, or it will not perform its proper role in society.

Thus, the first duty of the businessman is to operate his business successfully and profitably, to contribute toward a healthy, expanding economy and provide the material base for the national defense.

A profitably growing business provides new employment opportunities, new products, and new services essential to a dynamic economy. If, out of a misguided notion of his social and political responsibilities, a businessman were to allow his business to become sick, profit-starved, and unproductive, his business would become a national liability. The nation's economic and military strength, and its levels of living, rest on those companies that are managed with a vigilant concern for profits, and are therefore healthy, going concerns.

Against this background, let us consider the challenges to business leadership in 1958. There are three that seem to be most significant: the challenge of uncertain business conditions, the challenge of Soviet military technology, and the challenge of political pressures on business.

The perceptive manager today will recognize that while the national economy has demonstrated a long-term upward movement, there are periods of adjustment (such as the present) when individual sectors decline and the whole economy temporarily levels off. These are the times when managers are forced by the disciplines of the marketplace to re-examine their operations, shake out whatever is inefficient and unprofitable, improve the values they are offering their customers, step up their sales effort, and gather their strength for the next period of expansion.

THE test of good management is to apply the necessary correctives with discrimination. While every businessman should, in these adjustment periods, squeeze out the excess costs that have accumulated in the periods of headlong expansion, he must avoid undermining the sources of his long-term strength. He must have the courage to make discriminating investments in research and development, in modernization of facilities, in manpower development, and in market development. He must keep before his customers the vision of wants unfulfilled and needs neglected. Above all, he must not allow his company—or the economy of which

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it is part—to lose its momentum. When a company or a country has slipped into the psychology of stagnation, progress becomes infinitely more difficult.

The challenge of Soviet military technology also calls for a new response from business leadership, as well as from government, education, the military establishment, and the public.

The traditional approach in national defense has been for government to mobilize industry and manpower on a crash basis, after hostilities have started. Obviously there will be no time for that approach from now on. Continuous readiness and continuous technical superiority are the twin keys to national defense today. The aim is to prevent attack, to keep little wars from becoming big wars, and to minimize the destruction in case the big one should come in spite of every effort to prevent it.

Neither the government, nor business, nor the public has sufficiently recognized that this new situation calls for a new approach. Because everyone is accustomed to thinking of defense on a crash mobilization basis, neither government nor industry is adequately organized to carry on a continuous, purposefully managed, high-speed defense effort. Instead, government procurement policies actually discourage industry participation through stop-and-go financing, unnecessary gaps in production contracts, unrealistically low profits, endless delays and interference, and little incentive for bold, continuous research and development effort. These conditions must be corrected.

Responsible companies will, of course, continue to serve the national defense with skill and ingenuity in spite of the obstacles. But common sense tells us that, for a sustained effort lasting many years, patriotic and economic incentives combined will produce better results than patriotism alone.

Industry must be given incentives to devote skilled management, trained technicians, and resources continuously to defense work, and to try bold, imaginative designs even at the risk of occasional failures. Defense contractors should have greater incentives to reduce costs, as they have in commercial business. Companies should be encouraged to reorganize to carry on defense work as a planned portion of their total business. In other words, industry should be able to conduct its defense work as a business instead of an interruption of business.

The third challenge to management in 1958 is political pressures on business in an election year. As in the case of the other two challenges I have discussed—economic uncertainty and national defense—the 1958 problems are simply manifestations of long-range shifts in the nature and expectations of society, both here and abroad.

Few people who are not in business realize the persistence of certain political forces which are chronically antagonistic to business. They have a way of becoming more vocal in times of economic and political uncertainty. Such politicians seem to operate on the assumption that business is a popular, politically helpless scapegoat in times of trouble. This is truly a misfortune because it produces psychological and legal restraints that keep business from realizing anything like its full potential in serving the American people.

Instead of wringing our hands helplessly about this unfortunate situation, we businessmen must set about to win better public understanding and deserved support. It must become good politics to support the measures that keep business healthy, and bad politics to attack and hamstring business in its work of serving the public.

This kind of public support cannot be won simply by providing better products, better jobs, better dividends, better defense equipment, more taxes, and more support for charity. It sometimes seems that the very businesses which are most successful in doing these socially desirable things are singled out as the prime targets for political attack, union invective, and other forms of publicity decrediting their intentions and achievements.

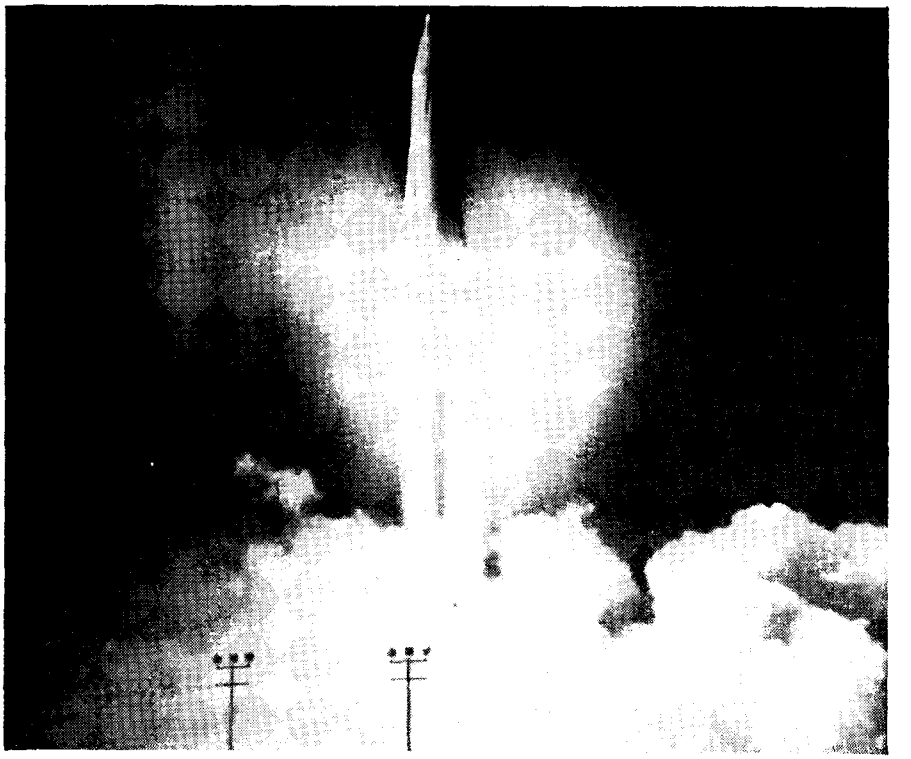
FOR better or for worse, the public is no longer astonished or even satisfied with outstanding economic performance. Increasingly, the people expect business not only to satisfy their material wants and desires, but also to satisfy a whole range of psychological and ethical expectations. Most of these expectations are basically reasonable, and it is the responsibility of the manager and all his associates to recognize them.

As customers, people expect not only a good product at low cost. They also expect the excitement of spectacular new features and services, unfailing courtesy on the part of the salesman, and the ethical assurance that they are dealing with a fair and honest company.

As share owners, they expect not only profits and appreciation of the worth of their investment. They also expect participation and pride of ownership in a creative company.

As employes, people expect not only a satisfying job with good pay, benefits, and working conditions. They also expect full information, dignity, participation, recognition, opportunity to advance in accordance with ability, and a rewarding man-to-man association with the manager and others.

As suppliers, distributors, and



—*Wide World.*

"The challenge of Soviet military technology . . . calls for a new response from business leadership."

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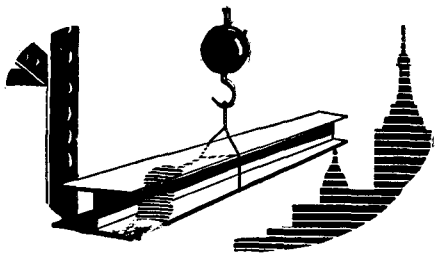

dealers, people expect not only an opportunity for profits and steady business in competition with others. They also expect recognition of their dignity and standing in the community, warm and friendly associations, and the assurance that they are dealing with a fair-minded company.

As citizens, people expect not only the kind of material performance that contributes toward a prosperous economy and the national security. They also look to a company to measure up to their ethical and social expectations, as represented by such things as its genuine interest in people and the community; its emphasis on human considerations; its really dedicated work in charity and other worthwhile causes; its obedience to both the spirit and the letter of the law; its recognition that what other people think is important. In other words, over and above material performance, the people expect business to help achieve their personal aspirations, and the permanent aspirations that are associated with the United States of America.

I have no sure-fire prescription to solve the businessman's political problems. It would seem to me, however, that the long-term solutions will develop along these lines.

First, we in business will have to become far more sensitive to the social and political currents and undercurrents in this country. We will have to become students, humbly seeking to know more about the economic, political, and ethical principles that vitalize this new people's capitalism. We need to develop a greater feeling for the human considerations that loom so large in the final outcome of all our efforts. When we have developed this greater sensitivity and knowledge, we can be more confident that our decisions and actions are what we earnestly want them to be—in the balanced best interests of all.

Second, we businessmen need to study the future. America is undergoing profound change and growth, part of a worldwide crisis of change. The company that does not anticipate these changes and plan accordingly is going to find itself like a fish out of water, in a strange and hostile environment. We must anticipate the major social, political, and economic trends both nationally and internationally, and help to shape them for the common good. We must also help the public understand these changes and make choices that are in their own best interests.

Businessmen cannot afford the luxury of standing quietly on the sidelines while others lead America toward a more regimented and socialized society. We must construct a more appealing vision of the future—a future which increases human dignity, human freedom, and human achievement.

Third, we need unchallengeable integrity. We can hardly expect to have either self-respect or public support if our own actions betray mean motives, shallow minds, or double standards. I heartily resent the insults of those who imply that a businessman is, by definition, a ruthless creature who has sold his soul for money and power. But every time one of us makes an expedient or selfish decision, we feed this antique prejudice. If we make mistakes, as we will, let us have the grace to admit them and try to undo the damage. Mistakes will be forgiven if people are convinced that we are trying to follow, as Lincoln put it, "the better angels of our nature." This inward integrity is what we expect of other men, and it is what they expect of us.

Fourth, we in business need to learn to communicate our convictions and aspirations. Why do we so often remain silent while our company, or our industry, or the entire business community is subjected to irresponsible attack? Why do we allow a few noisy demagogues to turn businessman against businessman, to grab off credit for our achievements, or to undermine the very foundations of public confidence? Have we so few ideas? Or are we simply afraid to take them on in the battle of ideas? The new responsibilities of the professional manager include the responsibility to make his opinions heard, understood, and believed in the arena of public opinion. This responsibility is shared by other employes, but the manager must provide the leadership.

AND, finally, we in business need to learn how to be politically effective. Government is becoming a more significant factor in business decisions with every passing year. The pressure groups that are trying to squeeze more than their share out of the proceeds of business are turning increasingly to politics. Professional managers must recognize these trends and learn how to manage their political resources with as much skill as they now manage their material and technical resources. They must do so in order to maintain a political climate in which business can carry out its hard assignments in the years ahead.

It is difficult for the businessman to realize the full weight of his individual decisions on the scales of history. With a proper humility, he recognizes that the actions of any one company—even a very large company—are only a small added influence on the shaping of events. Yet the cumulative total of business decisions in 1958 will be of historic significance.

As the writer Barbara Ward has shrewdly observed, "In a very real sense, the material aim of the Communist world revolution is to achieve the American way of life." Specifically, the Soviet rulers have announced their determination to surpass present American standards of production and consumption in the next decade.

We have learned that such Communist challenges cannot be dismissed as empty propaganda. This one is aimed squarely at American business. It is at this point that the national interest and the business interest most surely coincide.

Each company in the United States is challenged to surge ahead to new levels of sales, capacity, and output; each company is challenged to double and redouble its volume of business in the decades ahead. New employment opportunities, higher levels of living, and a better defense will result. American business is challenged to move ahead so fast that the Communists will never catch up.

Such a surge of economic expansion will not proceed from a centralized government decision, nor will it proceed from the decisions of a few prominent business executives, though these may receive the most attention in the press. In our free economy, economic growth is paced and directed by the individual decisions of millions of businessmen, consumers, investors, employes—indeed, by every citizen. The faith of the free society is that these millions of points of initiative will produce swifter progress, with greater liberty, than any system of centralized control.

The necessary condition of a free society, however, is that each person make his decisions with a sense of responsibility to everyone else who is affected. As the international race becomes more deadly, the demands of political and social responsibility increase.

Perhaps in the past the businessman—like many other citizens—has not felt that such lofty considerations were part of his assignment. They are now.

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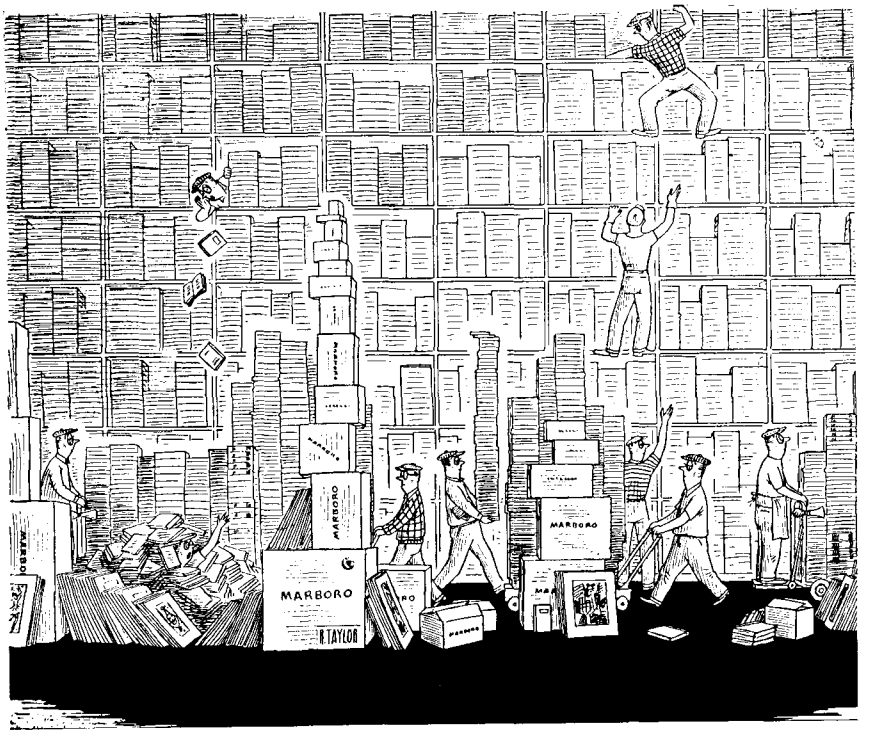

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—Ewing Galloway.

The Federal Reserve Building—"a difference in government."

Mr. Business Comes to Washington

By CLARENCE B. RANDALL, *retired chairman, Inland Steel Corporation; author of "A Foreign Economic Policy for the United States" and other books; and special consultant to the President on foreign economic policy.*

THE American businessman who closes his desk in industry and undertakes responsibility in the Executive Branch of the Federal Government enters a new world. He learns forthwith much about business that is new to him.

Many of those favorite biases which he has cherished through the years with such lip-smacking satisfaction suddenly shrivel up and die before his unbelieving eyes. He stops saying some of the things about government that he had been saying, and his friends back home notice it. Slyly they say to one another that life along the Potomac certainly has changed him.

These onetime intimates of his have only the vaguest idea of what his duties really are in Washington, and their urge to find out is of a low order. Having for most of his life been a proponent of the thesis that government is at all times and under all circumstances conducted by congenital idiots, he is startled when he realizes that people are talking that way about himself, and the responsibilities which he bears. He is dismayed at sweeping criticisms of government which reveal ignorance of the facts, for he knows that no responsible businessman would tolerate such irresponsibility in his own subordinates. He wonders whether he could have been similarly unfair in earlier years.

How he used to hate the red tape in government! Why didn't they give businessmen a chance to clean that all up, he used to say. Why didn't they decide things in good businesslike fashion? In his company, when he spoke out that was all there was to it; when the boys left his room there was supposed to be action, and it ought to be that way in the White House or the Pentagon.

Then unexpectedly he gets his chance, and he finds out.

When he sits down for the first time at his government desk, alone among total strangers, with no corps of bright young men around to make him look smart, he suddenly becomes terribly aware of the fact that he will make or break solely on the basis of how good he is himself, with no external props of any kind.

For the first time in his life he realizes that there is a basic difference between his job in government and the one which he held in his company. He comes to understand that our Founding Fathers did not intend that any one man should have unlimited power of decision in any particular area, but that on the contrary they set out to make such abuse of power impossible by establishing a system of checks and balances.

AND as the awesomeness of the problems comes home to him he sees how wise this sharing of responsibility is, and is grateful. He is content to be without authority, and to rely solely upon his ability to convince others of the rightness of an idea. He finds that government is team play, and that he is dealing not with subordinates, but with equals, men as patriotic and as anxious to do the right as he is. And he develops respect and affection for career people, who often bear great responsibility at levels of compensation which he would never have tolerated in his company.

He remains immensely proud of the achievements of the business community, and of the American system of private initiative and free markets, but he feels that the partnership between industry and government could be made far more effective if businessmen would face up to the great questions confronting our country with more understanding, and with the fixed purpose of always putting the nation's welfare first.

In the present missile crisis let no one doubt that industry will fully measure up. It always has, and always will, in war, and this is the threat of war. Khrushchev with his Sputnik has stirred the business community as nothing has since Pearl Harbor. No doubt the Kremlin already regrets its blunt and unmistakable warning, for American businessmen are in a fighting mood. They will not only accept, but will urgently demand, whatever burden of taxation may be required to put the United States once more out in front of Russia. In fact, this reaction is so violent, and so nearly unanimous, that one wonders whether it is a reasoned position, based upon careful evaluation of the present strategic situation, or one compounded of one part reason and three parts fear and emotion.

Likewise, in the new crisis in education, industry will measure up. It will accept in full the challenge thrown down by the Soviets in the fields of engineering and technology. At every educational level, from the high school up through the center of advanced learning and research, business will accept an additional financial burden to make possible the raising of the standards of teaching, and a more intensive search for exceptional talent. It will also support the Federal Government in any appropriate crash program designed to meet the immediate Sputnik educational emergency.

Moreover, in doing all this, industry will keep its head. It will not become science blind in the midst of the current hysteria. It knows that understanding of the physical properties of matter cannot by itself solve all the problems of production, or materially advance the cause of peace. Knowledge of outer space may be important, but so is knowledge of inner man. The world of ideas is still the most demanding test of our capacity for training young men and women in the duties of citizenship, and our times cry

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out for broadly educated leadership in every field.

But the disconcerting thing about business is that while it will react immediately and violently to a dramatic and obvious threat to our national security, like a satellite in the sky, it may ignore for a dangerously long time a challenge that is subtle in its manifestations, or remote in time as to its impact.

It is thus as to the Soviet economic threat as distinguished from the military. The Kremlin has put no satellite into the commercial sky. They have not dramatized for the leaders of American industry their skilful penetration of the new countries, or their shrewd and effective efforts to draw into their sphere of influence the tremendous potential natural resources, and the vast future markets, of those regions.

Soviet bloc tradesmen are everywhere these days. One by one they are attacking key areas, sometimes in Asia, sometimes in the Middle East, and now in Africa and South America, as they scent promise of success.

They have many trading advantages. They have no hesitancy, for example, to sell below cost, if by so doing they can advance their political objectives. They are willing to extend long-term credits at interest rates as low as 2 per cent. The machinery and equipment which they offer lacks chrome, but is rugged and simple to operate, and is often better suited to conditions in primitive areas than ours. By way of payment, they are willing to accept the foods and fibres which are the only exports which many of the new countries have. This we cannot do, because we already have enormous surpluses of those very commodities.

When it comes to recruiting trained engineers and technicians who will take up residence in the far-off places of the world to train the local workmen, the Soviets have no problem. Ivan goes where Ivan is sent. And when he goes he speaks the language.

How can free enterprise compete with all this? How can we match this global effort to pre-empt markets, and to corner the still undiscovered deposits of gold, uranium, iron ore, bauxite, petroleum, manganese, etc., which we will surely need in the decades that lie not far ahead?

Surely not by imitating Soviet methods. State trading is not the American way, nor is the public ownership of raw materials. The answer must be found within the scope of private initiative and private investment, through a cooperative approach to the problem by business and government. Time is of the essence, and we need to bring into play immediately the full creative resources of our dynamic free enterprise system.

In short, the present world crisis speaks to the businessman in compelling tones, demanding that he lift his horizons and seek to understand the distant scene. Sputnik has revealed to him with startling clarity that what happens on the far side of the world today may pose a direct security threat to his home and his factory. He must now see that a new economic policy put into effect on the far side of the world may likewise have direct impact upon the industrial future of our whole country, including his business.

He must now bring to the consideration of world problems the same high sense of social responsibility which he has learned to practice in his own community.

TIME was when the leaders of industry concentrated on blue prints, costs, and profits, and left to other citizens the tasks of building community morale, and maintaining the essential social institutions. Lawyers at that time advised their clients that corporate income could not properly be employed for social betterment. It was urged that that was a job for the individual stockholders and not for the company.

It turned out, however, that stockholders living in New York and San Francisco had singularly little interest in building schools in North Enterprise, Illinois, where the plants were located, and so it came to pass that the town deteriorated and became so bad that good workmen would not live there. They sought out the plants of more enlightened employers.

Then management woke up, and saw that the welfare of the company itself was inseparably linked with the welfare of the area from which its profits were drawn. Social responsibility was recognized as the obligation side of freedom to pursue private gain.

To borrow a phrase from the engineers, industry must now face the extrapolation of that principle.

The economy of the United States can no longer safely be road blocked off from that of the world. Those smug days are gone forever. What happens in the new and uncommitted countries with respect to internal development and commercial alliances may become desperately important to the United States in the future, and it is a part of industry's job to have the same enlightened interest in these broader problems that it has in those of its immediate area.

The lesson of contemporary history is that free enterprise must either learn to live in the world, or risk being engulfed by it.

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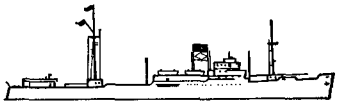

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SR's BUSINESSMAN OF THE YEAR

DEVEREUX C. JOSEPHS

Philanthropy, Public Service and Profits

"WE ARE all partners in that most satisfying of endeavors—helping young people to make the most of the world of tomorrow."

Two of the most abiding concerns of Devereux C. Josephs are reflected in these words of his: (1) adequate educational opportunities for American youth, and (2) the steady sweep of change today in which a sensitive observer can find the shape of the future.

The constant flux in the world around him, whether in science, government, society, or business, fascinates the Chairman of the Board of the New York Life Insurance Company, but it does not dismay him. He has faith that flexible, educated minds will eventually be able to transmute change into progress for mankind everywhere.

One of the twentieth century's outstanding investment financiers and administrators, Mr. Josephs is also an impressive example of the versatile business leader emerging in the United States today, the social thinker as well as executive doer.

The Saturday Review, convinced that the expanding responsibilities of business in our society demand that forward-looking executives serve the public interest as an inseparable part of their private corporate interest, has established an annual citation of "Businessman of the Year."

SR's 1958 citation goes to Mr. Josephs who, while directing the manifold activities of the world's tenth largest company, a staggering executive burden, also was able to serve as chairman of President Eisenhower's Committee on Education Beyond the High School. This group of thirty-four prominent businessmen, educators, and public officials issued a prophetic report last July—three months before Sputnik I—urgently stressing the survival stake this country has in developing facilities for higher education adequate to cope with a whole new era of challenge, "an explosion of knowledge and population, a burst of technological and economic advance, the outbreak of ideological conflict and the uprooting of old political and cultural patterns on a worldwide scale, and an unparalleled demand by Americans for more and better education . . ."

"World peace and the survival of mankind may well depend on the way in which we educate the citizens and leaders of tomorrow."

This is good Josephs doctrine. *SR*'s editors were impressed with this contribution to public respect for the educated man in the midst of the anti-intellectualism which has recently poisoned the atmosphere.

Becoming president of the Carnegie Corporation in 1945, his management of the Corporation's huge funds and of its $5,000,000-a-year grants for education and research was later described as a "historic saga" in this field.

In 1956 he was named chairman of the thirteen-man Ford Foundation Committee that allocated some $260 million to colleges, hospitals, and medical schools throughout the country in the single largest gesture of philanthropy on record.

Like many modern executives Mr. Josephs is also familiar with the labyrinthian ways of government. A member of the Hoover task force on the organization of the Executive Branch of the U.S. government, he was also named by former Governor Thomas E. Dewey to head the committee that studied the structure of New York City's vast, sprawling administrative apparatus. The recommendations of this committee have been substantially put into effect.

With all of his public-spirited service, Mr. Josephs has chiefly concentrated his great financial and administrative talents on running New York Life.

In 1947, just a year before Mr. Josephs came to the company, annual sales of new insurance amounted to $857 million, and assets were just over $4 billion. For 1957 sales of new insurance are estimated to have totaled about $3.2 billion, and assets are substantially more than $6 billion.

Looking at the current social scene and our mass mechanistic culture, Mr. Josephs commented, during a speech to an educational conference in Chicago:

"The consequence of our expanded mobility is often more acquaintances and fewer friends. The consequence of our mass-produced entertainment is often satiety and not enjoyment. We have more impressions and fewer thoughts. We have less knowledge about more things. . . .

"Within limits the crisis in education is not so much the shortage of teachers but how capable they are, just as the important matter of communication is not how rapid it is but what is communicated. It is not how fast we are going, but where. It is not what we manufacture, but how we use the product. It is not the time we save, but what we do with it."

In his repeated emphasis on the importance of a sensitive educated mind, on the living rewards of wide reading, and on the need to preserve human values in our work, Mr. Josephs consistently fulfils the new image of the businessman-citizen in our democratic economy.

—WILLIAM D. PATTERSON.

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Freedom and the Corporation

EDITOR'S NOTE: *The following article is taken from a longer piece by Mr. Berle, professor of corporation law at Columbia University and a former Assistant Secretary of State, developed out of a continuing series of discussions, sponsored by the Fund for the Republic, on the impact of modern institutions on individual freedoms. Simultaneously with Mr. Berle's statement the Fund released an examination of freedom in the labor unions by Clark Kerr, president-elect of the University of California.*

By A. A. BERLE, JR.

THEORETICALLY, the managements of American corporations got their legitimacy by the fact that they represented the will of the shareholders. This was a kind of quasi-amateur democratic legitimacy. Even so, on examination it was found that although the stockholders theoretically chose the management, in point of fact they were completely unable to do so. The management would send out a proxy naming three agents whom the stockholders appointed to cast their vote at a meeting. In older days the management often didn't even bother to say for what directors these proxies would cast their vote. Since the Securities and Exchange legislation they have to do that, but the corporation secretary who sent out the proxies was the man who really determined what happened for all practical purposes in the power relationship. The president or the directors could fire him, of course, so he did what they told him to do. When the directors wished to renominate themselves or to add to their number or to fill a vacancy, they did it. This is still the method by which the directors in a great corporation are chosen. This is an automatic self-perpetuating oligarchy.

These are a string of bad words. There was at least one court case in which it was held that a self-perpetuating oligarchy was illegal. This was the famous case in which a life insurance company in New Jersey purchased control of a trust company by buying a majority of the shares. Thereafter it caused the trust company to purchase a majority of its shares. The result was an unbreakable ring. A New Jersey court said that this was illegal, created an oligarchy and was contrary to the theory of New Jersey corporation laws.

However, thereafter, somebody asked whether corporations really should be run democratically. Should this group or that group or the other group campaign against each other, offering inducements to shareholders to vote for them instead of the other group? Could corporations assimilate this kind of democratic government? There was no answer. In point of fact, the choice of management depends not on an assent of balanced interest but on expert judgment of technical ability with a companion judgment of honesty and character. As a result, for all practical purposes, management controls the corporation unless it is itself controlled by another oligarchy with enough shares to dominate the situation at all times.

There is a good deal of loose thinking about this. It is commonly believed that the holder of 20 per cent or 25 per cent of a corporation's stock can control that corporation. This was the inference in the recent du Pont-General Motors case. This is not true. It is true that with 20 per cent or 25 per cent of the stockholders' list of a large corporation *plus* control of the directors it can be done. But if the directors of General Motors decided not to vote with du Pont, it is very doubtful whether the du Pont interest is sufficient to be able to go out and get the other 30 per cent of General Motors stockholders which it would need.

The control system in today's corporations, when it does not lie solely in the directors as in the American Telephone and Telegraph Company, lies in a combination of the directors of a so-called control bloc (a misnomer, incidentally) plus the directors themselves. For practical purposes, therefore, the control or power element in most large corporations rests in its group of directors and it is autonomous — or autonomous if taken together with a control bloc. And inheritance-tax distribution of stock being what it is, the trend is increasingly to management autonomy. This is a self-perpetuating oligarchy.

Meanwhile the next phase has been emerging. It will stay with us and it will be of some interest. This involves what are known as pension trusts—welfare funds and pension trust funds. A pension trust in most cases differs from an insurance trust in that it has an unlimited and indefinite obligation. It is there to pay pensions to X, Y, and Z which shall be a fraction of the salaries X, Y, and Z will have collected during the years of their tenure. The pension trust fund, if it is properly administered, has to think not merely of paying out a stated number of dollars in, say, 1980, as an insurance company does, but of having enough dollars to meet obligations later to be determined. No human being knows the future course of inflation of the dollar, prices, pay, and so forth. Nevertheless, although the payment period may be twenty or thirty years away, the pension trusts must keep abreast of inflation at least as it affects pay.

THIS suggests, of course, that they must invest in equities, whereas, classically, trust funds invested in fixed obligations. This is the sharp difference between the kind of burden resting on a pension trustee and on the directors of, say, the New York Life Insurance Company, whose business is to provide a stated number of dollars against stated contracts to pay those dollars with interest later on. The holdings of life insurance companies include less than 5 per cent in common-stock equities; in the pension trust funds equities are running close to 30 per cent of their assets and may be more. The total of pension trust funds at the moment is almost $31 billion.

As a result of this broad-scale buying of equities the pension trusts are slowly "chewing up" control of those corporations which offer the best means of equity investment. These are voting equities. Thus far no attempt has been made to make use of this except in the case of the Sears Roebuck pension trust fund which undertook to buy Sears Roebuck stock and presumably now has a controlling interest in the company. As a result Sears Roebuck is socializing itself via its own pension trust fund, and is dis-

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covering that it is running into the same difficulty which a socialist or any other form of oligarchic government has—that it has self-contained control, and management is thus responsible to itself. Query: does it continue to have "legitimacy" when the only mandate it can refer to is its own?

The present $30 billion in the pension trusts of course is doomed to increase. These are compulsory savings and the funds must continue to accumulate. They now cover only about half of the non-farm labor force; they will undoubtedly soak up a considerable part of the balance before long, and must increase, particularly in view of the population rise. In addition, it will be another twenty or thirty years before this "levels off"; that is, before the payment from the funds begins to balance the incoming. The pension trust funds will perhaps level out at somewhere in the vicinty of $70 to $80 billion, probably increased by the coefficient of the increase in population or the increase in labor force within the population. This will mean that if the pension trusts continue to take the good equities as they have been doing, they may well have the prevailing control-stockholding position and the capacity to make it absolute. They will have, say, 20 per cent to 30 per cent of the good equity stocks and the capacity to increase that to 40 per cent or 50 per cent (45 per cent for practical purposes is a majority at any big stockholders' meeting).

With the rise of the pension trusts into the "passive-receptive" end of the corporation structure the old "passive-receptive" stockholder is gradually disappearing. At best he is, shall we say, a pensionnaire. The last vestige of his power to legitimate a management by a vote is in the hands of the pension trustees. He has an expectation arising out of the fact that he may have performed a certain number of years of acceptable work and fulfilled a certain number of other conditions. But does he have any property right in the pension trust? The courts say no. The power—what is left of it—lies in the trustees, or in those insurance companies which administer trusts.

When power is lodged in a particular group it has no choice except either to exercise it or to try to revolutionize the system. There is no way of avoiding power. If you take it and refuse to exercise it you suffer the fate of King Lear—the king who wanted to be king but did not want to be bothered. The trust funds admit they have it but they have thus far refused to use it. This situation cannot last very much longer. Somebody is bound to use that power, of necessity. Pension trusts are so concentrated that a relatively small amount in equities outbalances any number of scattered holdings.

The private property system in production, which began with our great-grandfather's farm and forge, has almost vanished in the vast area of American economy dominated by this system. Instead we have something which differs from the Russian or socialist system mainly in its philosophical content. Under a pure socialist or Communist system, in theory, every worker has an old-age pension at the end of his labors. We are developing the same thing by "socializing" property without a revolution. It is one of our more amazing achievements. Whether one likes it or not depends on one's philosophy.

Possessory private property in this area has been metamorphosed. In its place is a power pyramid. At the moment this is a management pyramid, but it is beginning to be balanced by a pyramid of men who have no property interest in the actual corpus but do the have the power of choice—the pension trustees. These are naked power vehicles, with the

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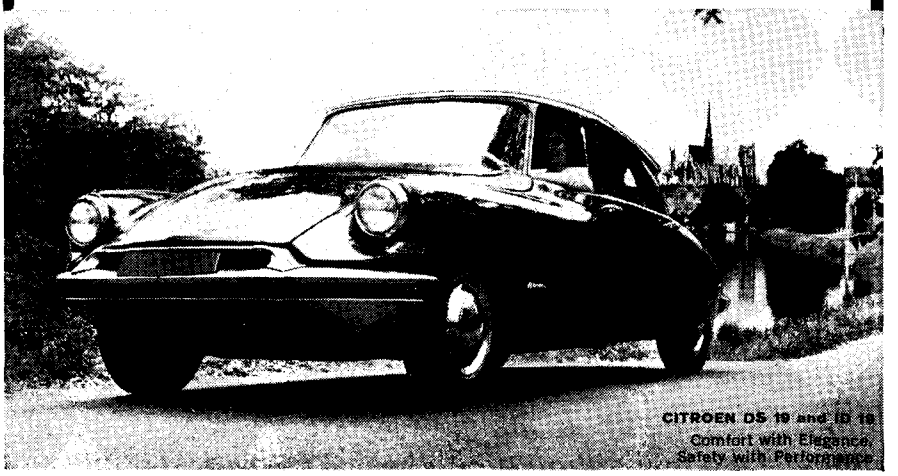

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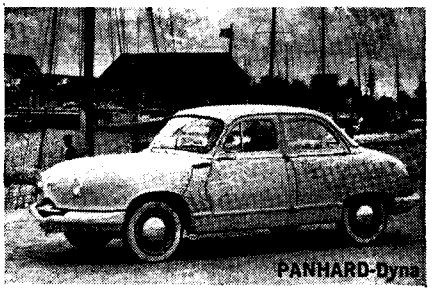

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"receptive" end so far dispersed that it cannot even be discerned. To make the joke complete, let us suppose that a pension trust liquidated itself tomorrow and satisfied its contract obligations. If it was a well-run trust, there would be a balance left over. That balance would very likely escheat to the state because there was no claimant to it left. In the most violently private-property-minded country in the world this is perhaps one of the most magnificent economic jests the world has seen.

None of this has come about as a result of the villainy of conspiring men. That might have been true in the free-wheeling corporation days of a hundred years ago, but it would be as ridiculous an assumption today as is the basic assumption of the Supreme Court decision in the recent du Pont case. This decision apparently assumed that because du Pont bought 23 per cent of General Motors forty years ago, perhaps hoping that it could control General Motors, du Pont still holds to the intention of exercising this control. Actually, there has been a kind of continual biological progression over the years. Change is part of the progression. Bigger enterprise was needed to satisfy the desires of the population. In addition, the techniques which made it possible to satisfy certain necessities made it *impossible* to rely only on the individual. Consequently, organization and power, not ownership, had to meet the resulting problems. The progression has been natural.

TODAY approximately 50 per cent of American manufacturing—that is everything other than financial and transportation—is held by about 150 corporations, reckoned, at least, by asset values. If finance and transportation are included, the total increases. If a rather larger group is taken, the statistics would probably show that about two-thirds of the economically productive assets of the United States, excluding agriculture, are owned by a group of not more than 500 corporations. This is actual asset ownership. (Some further statistical analysis is called for if financial corporations be included, for these, of course, double up. One of the largest and most plainly oligarchically controlled corporations in the United States, the Metropolitan Life Insurance Company, duplicates assets because it holds securities of other corporations.) But in terms of power, without regard to asset positions, not only do 500 corporations control two-thirds of the non-farm economy but within each of that 500 a still smaller group has the ultimate decision-making power. This is, I think, the highest concentration of economic power in recorded history.

We can talk about the various alleged legal controls which somehow or other, when the chips are down, neither control nor even seek to control. We can point out the fear of "monopoly" and "restraint of trade" and say that from time to time this fear has checked the process. True, our law has prevented any one of these power groups from becoming a monopoly, but it has not seriously prevented the concentration of power as power, though it has prevented certain ultimate results. The question is then: Why has concentrated economic power in America not got completely out of hand? Many of these corporations have budgets, and some of them have payrolls, which, with their customers, affect a greater number of people than most of the ninety-odd sovereign countries of the world. American Telephone and Telegraph, for example, based on combined population and wealth, would be somewhere around the thirteenth state of the union in terms of budget, and certainly larger than many of the countries of South America. Some of these corporations are units which can be thought of only in somewhat the way we have heretofore thought of nations.

Whether we like it or not, this is what has happened. As noted, it is not the product of evil-minded men. I believe that we must try to work with the system. The dangers are obvious. But history cannot usually be reversed. Until engineers and economic forces give us a way by which a man can manufacture an automobile in his back yard we will continue to have organizations the size of General Motors or Ford—as long as people want Chevrolets or Fords. We will have railroads the length of the Union Pacific as long as people want to go across the continent by railroad. In other words, until a combination of technique and organization can be invented permitting *individuals* to do the job, we are bound to try to make the best we can out of the situation. To my mind most of the results are rather surprisingly good.

This does not mean, however, that I am not afraid. I am. I believe it is the *content* of these systems rather than their *form* that matters. Their power can enslave us beyond present belief, or perhaps set us free beyond present imagination. The choice lies with the men who operate the pyramids, and with the men affected who can demand what they really want. Our Anglo-Saxon democratic liberties, after all, were beaten out, not against the framework of the personal possessory property regime, but

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against the background of two of the most brutal despotisms in Western history: the Angevin dynasty in Normandy and the Tudor dynasty in England.

We have to accept this power situation as, let us call it, a neutral mechanism subject to the control of the body politic as long as we *keep* it subject to that control. That control, I believe, will be essentially intellectual and philosophical, capable of being translated into legal rules when necessity arises. In that respect I make three points in summary:

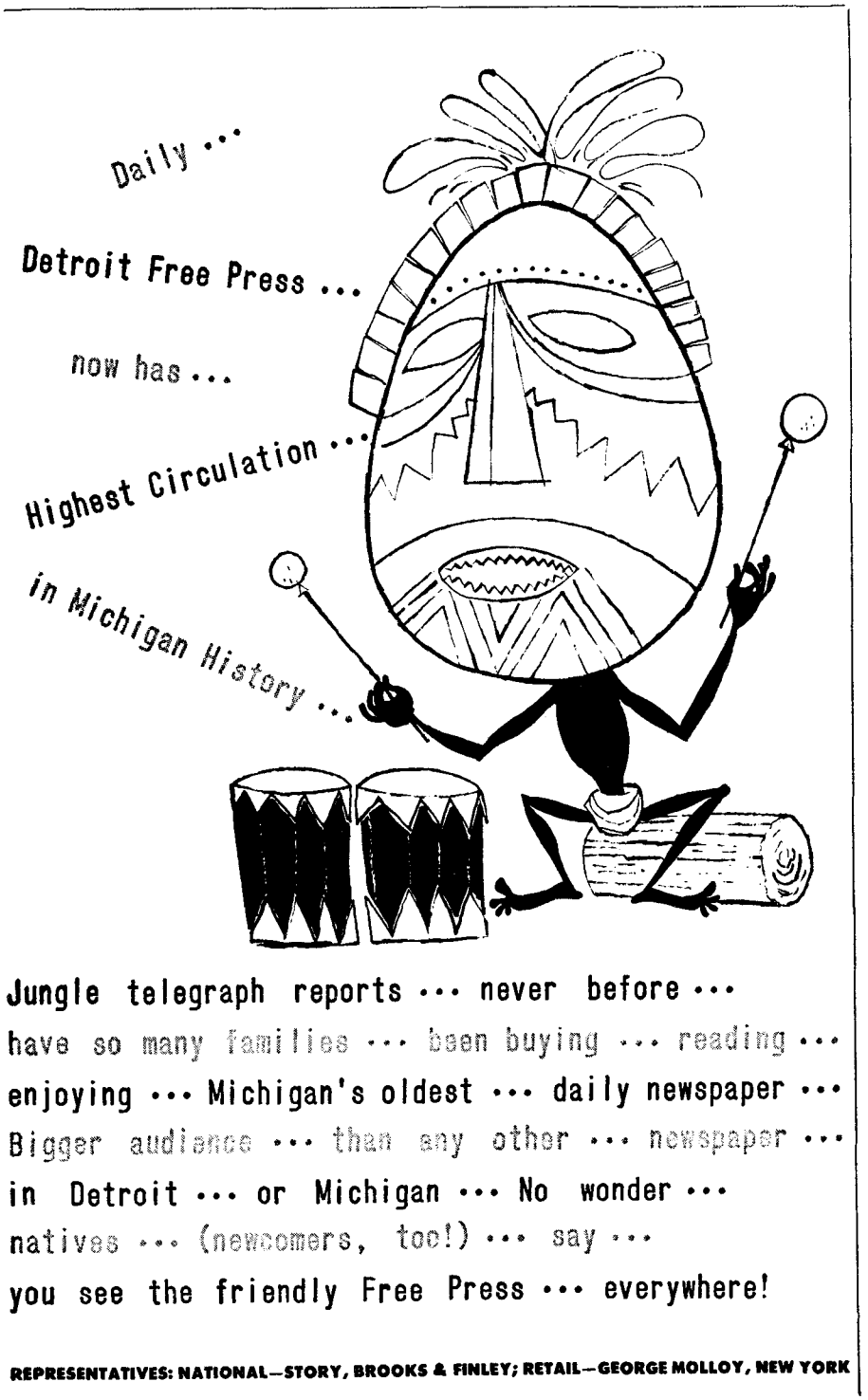
1 The first is that whenever there is a question of power there is a question of legitimacy. As things stand now, these instrumentalities of tremendous power have the slenderest claim of legitimacy. This is probably a transitory period. They must find some claim of legitimacy, which also means finding a field of responsibility and a field of accountability. Legitimacy, responsibility and accountability are essential to any power system if it is to endure. They correspond to a deep human instinct. A man desires beyond anything else to have someone give him the accolade of "Well done, thou good and faithful servant," thereby risking the condemnation of "You have been no good—get out." If he has to say it to himself, or hear it from a string of people whom he himself has hired or controls, he is apt to die a cynical and embittered man.

THE medieval feudal power system set the "lords spiritual" over and against the "lords temporal." These were the men of learning and of the church who in theory were able to say to the greatest power in the world: "You have committed a sin; therefore either you are excommunicate or you must mend your ways." The "lords temporal" could reply: " I can kill you." But the "lords spiritual" could retort: "Yes, that you can, but you cannot change the philosophical fact."

In a sense this is the great lacuna in the economic power system today. In theory the stockholders can act as the "lords spiritual" through their vote. In fact they cannot, and they know they cannot. Are the pension trustees or their equivalent slowly emerging as the men who can? They had not thought so—nobody had thought so. They have been essentially a method of transmission of choice and not much else. We are looking for the kind of thing that C. Wright Mills in his recent book on the American power elite rightly said did not exist. He wrongly concluded, therefore, that the system was a mess, which it obviously is not. But every time we have had the chance to construct this kind of elite we seem to have abandoned it, and chucked in an administrator instead.

2 My second summary point is that the sheer power of invading personality is great and that a doctrine is already at work which plays a second joke on our constitutional system. The United States began by saying that its Federal government could not construct corporations and apparently by assuming that the states would not. Both have done so. It also said that corporations should be kept apart from governmental power. *De facto*, they have not been. We are now, in fact, beginning to converge on a doctrine which may well push right over the line when the next case comes up. This doctrine is that where a corporation has power to affect a great many lives (differing from the little enterprise which can be balanced out by the market) it should be subject to the same restraints under the Constitution that apply to an agency of the Federal or state government. In that case, the Bill of Rights and the Fourteenth and Fifteenth Amendments would apply. At the moment this is one jump ahead of current law. Yet it seems probable that this will be the

(*Continued on page* 62)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HOW TO GET LEADERS

Three deans of famous American schools of business here attempt to assess the concept of "social responsibility" which has descended upon the harassed heads of businessmen: its effect on business proper, on the association between business and government, and on overall international political and economic affairs.

1. MODERN LEADERSHIP

Dean Brown has been a stock-exchange clerk, banker, employe of the State Department, assistant to the chairman of the board, Standard Oil Company (N. J.), and is now serving as dean of the graduate school of business, Columbia University, New York City.

By COURTNEY C. BROWN

THERE are those who hold that the contemporary business manager is getting soft. All the talk about social responsibility is good fodder for the public-relations department but should not be allowed to influence the front office, except as a means of helping to accomplish the basic purposes of the organization. These purposes are to keep the staff, the customers, and the public reasonably happy, get ahead of competition and make as large a profit as possible.

Social responsibility, it is said, is the job of government, and business is treading on tenuous ground when it gets out of its proper sphere. There are no clear guide lines. The dangers of the emergence of a twentieth century form of feudalism are sketched for us in vivid specifications.

More seriously still, it is alleged, this preoccupation with social problems is sapping the vitality of the business community. The courage, imagination, and perseverance that built a great nation is less frequently found today among our business leaders. There is a readiness to make decisions that are "purely business" in character until the social consequences of these decisions begin to confuse the issue; and there are few legal or commonly accepted criteria to serve as precedents.

There is an element of truth in all of these allegations, but there is another side of the story that is far more significant in my judgment. Mrs. Brown and I have just returned from a globe-circling study tour of fifteen lesser developed countries. The business communities of most of them were conspicuous for their lack of a sense of social responsibility. Most of their business is conducted by individuals or by family groups. The corporation, as we know it, with widely diversified ownership, professional managers and large aggregates of voluntarily associated employes, is just beginning to appear. By and large, however, the substantive work of most of these countries is done by individuals and family groups or by government. There are few others to do it.

These lesser developed countries are more dualistic than pluralistic. They have the individual and they have their governments, with very little in between. They have their leaders and large masses of inert and illiterate population, with limited evidence of a middle class. For their development they naturally turn to their governments, because individual and family effort is not adequate. They are generally unaware of the effectiveness of large and voluntarily associated private organizations to contribute to their development, and, in present circumstances, would probably not trust them even if they were aware.

Foreign travel is educational in many ways. Among other things it helps one understand his own country in the comparative light of the institutions and experiences of others. Just as these lesser developed countries, without a recognizable sense of mission and social responsibility among their business leaders, are currently turning to their governments as the instrument of their hopes and aspirations, so do we and other more mature nations turn to government when business fails to respond to public expectations.

The work of modern society is too complex to be done by individuals or family groups. It must be done by large aggregates of people, organized voluntarily in business groups or in the more compulsory setting of government departments. Twentieth century governments that direct, control or own the principal means of production and distribution have invariably been dictatorial governments. It may be that the modern business corporation is the only institution compatible with political freedom that is capable of doing the major part of the world's work.

But the evidence suggests it will continue to qualify for this role only so long as its professional managers continue to develop their sense of awareness of public mission.

2. MANAGER TRAINING

Edward Pennell Brooks has been an officer of many corporations, including the American Cotton Oil Company, the Barrett Company, Montgomery Ward, and Sears Roebuck, from the last of which he resigned in 1951 to become dean of the school of industrial management, Massachusetts Institute of Technology.

By E. P. BROOKS

WITH the increased part that the United States has been playing in world affairs, as well as the unusual complexity of problems introduced by atomic power, rocket propulsion, automation, and many other profound innovations, our business leaders have been required to take on greater responsibilities.

The demand has accordingly arisen that managers, whether of public or private business, be better trained. This demand has quite naturally been addressed to the schools of business and management. The schools will not shirk their responsibility for training, but it should be quite clear that only part of the responsibility is theirs. Management development must in part be carried on by business firms, within the firms.

One of the most effective steps that business leaders can take to improve the quality of management is to decentralize responsibility and authority within their firms. Man is essentially a creative being. One of the strong human urges is toward the satisfaction derived from creative accomplishments. Not every man, to be sure, has great creative powers, but certainly many have considerable creative potential. Unless we are going to depend on supermen, supposing they existed or could be trained, to run all busi-

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nesses by themselves, we must so construct enterprises that more and more men are placed throughout the organization who, working within the "purpose of the high command," can bring their own abilities to bear upon the problems over which they preside. In this way, each firm and society as a whole will benefit from the creative powers of many men, as yet untapped.

In addition, there is much that business firms can do, within their own organizations, to enhance the practical skills of younger executives. Training programs for this purpose have been adopted by companies of all sizes; there are many such programs which have accomplished a great deal.

Needless to say, this still leaves the universities a very wide range of responsibilities for management training. I should immediately add that in our undergraduate and graduate programs, we are not training managers; rather, we educate men for management. A law school cannot train judges nor can a medical school set out to train great surgeons; they only give their students the education that will best equip them to *begin* their work. Ultimate success depends on experience, which we cannot supply in great quantity, and on talent, which we cannot give to students who lack it though we can develop it to a certain extent.

Given that students have the requisite qualities, what universities can provide as education for managment is a curriculum that establishes an intelectual discipline helpful in the solution of management problems. Among the subjects that are capable of producing this discipline are physics, mathematics, economics, statistics, psychology, and history; but the specific subjects are perhaps not as important as the attitude with which they are taught and learned. The specialized educational function of universities is to provide for inexperienced students the intellectual framework that will make them most capable of understanding their experience in active business life.

Of course, there is an important place in such an educational effort for using current experience to illustrate basic principles. Only in this way can students learn in the environment of reality. But our emphasis should be, I believe, on methods of analysis, on ways of going from the known to the unknown. This theoretical training is, I think, the best foundation for practical training.

Beyond this, universities can also perform extremely useful service by providing executive development programs for men who have already acquired considerable experience in business. Just as the art of war undergoes constant change, so the art of management undergoes constant change. And only by coming back to the classroom are we able to keep abreast of the significant movements that are taking place. It is in this way, in my judgment, that the schools of business can best serve industry in the future. I do not mean to imply that undergraduate and graduate education will become less important; but I do predict that more emphasis will be placed by the leading schools of administration and management, in the future, on programs for men in industry who come back for new vision and new methods.

The exact allocation of management training as between industry and university may change from time to time, but the essential principle remains the same: management is an art, and training for it, as for all arts, must consist of both action and thought.

3. MORE SELF-CRITICISM

Dean Winn is professor of finance at the Wharton School of Commerce and Finance, acting dean of the same institution, executive secretary of the Institute of Investment Banking, and co-author of the forthcoming "Over-the-Counter Securities Markets" (McGraw-Hill).

By WILLIS J. WINN

TODAY business leadership is confronted with a number of problems peculiar to our times. The increasing complexity of business life and the great interdependence of economic activity makes it imperative that the art of decision-making become as much of a science as possible. New management tools and techniques must be studied and quickly adapted to the specific needs of the firm wherever possible.

Major developments in the natural sciences are occurring with increasing frequency. Again it behooves the business leader to keep abreast of all such developments in his particular field of business activity.

The tremendous advances in economics, political science, and business have minimized the danger of another 1932 episode in this country. Other dangers, however, are present. The success of an individual firm rests in large part upon the behavior of the American economy as a whole. In turn, the developments in the American economy are closely related to economic developments throughout the world and even this horizon is being broadened further. The business leader therefore must keep abreast of the leading thinking in the social sciences and be continually aware of the significant social and economic trends on both the national and international scenes. He must not only be concerned with the profit maximization objectives of his firm, but also with the necessity for making the maximum contribution to the improvement of the standard of living both here and abroad. The missiles and bombs make most ill-advised an insular attitude in 1958. Business leadership must understand the problems and needs of other cultures if our culture and business is to survive.

I would be remiss if I were not to indicate my feeling that business education, too, must similarly be redirected to meet the business problems of today and tomorrow rather than those of yesterday. In 1958 business education must subject itself to self-criticism to assure that its offerings continue to provide the proper training for those who will be the business leaders of the future and to assist the current business leaders in keeping abreast of the broad current trends in their own fields of interest. A good deal of the narrower technical aspects of education in all fields will need to be eliminated and a new core adopted including offerings in the natural and social sciences and in the area of decision making.

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Can We Control Despair?

By DEXTER M. KEEZER, *vice-president, McGraw-Hill Publishing Company, director of the department of economics.*

IS the current business letdown going to lead into a long and deep valley of economic despair? Or is it going to prove to be a bump, one of a number to be expected, along a path of rather steadily sustained national prosperity?

To me the answer seems clear enough. I expect that in a matter of months the letdown will be proved to have been a sharp bump, from which business has rebounded.

But granted that time tells that this is the right answer—and time alone can tell for sure—this will not put an end to the crucially important questions about the economic prospects of the United States.

When the Russians propelled their Sputniks into outer space, they also helped to propel right into the center of the economic stage in the United States two other questions which perhaps overshadow in importance the question of whether we can keep our economy on an even keel.

One of these questions has to do with the quality, the other with the quantity of our national economic performance.

The question about quality can be phrased this way: Granted that our economy is a prodigious producer of prosperity, is it producing the best kind of prosperity and particularly, is it producing enough of the things we need to be reasonably sure of successful survival?

The idea back of this question about quality is that a country may be rich enough (and stable enough) to produce absolutely fabulous chromium plated traffic jams, but it is still in a perilous posture if it hasn't mastered earth satellite propulsion sufficiently to be able to direct ICBM's to their devastating destinations. Or, put in more peaceful terms, the idea is that a country may be wading up to its ankles in plush and still be second rate in this technological age if its science laboratories and classrooms are too thinly manned in numbers and I.Q.'s.

The question about the quantity of our economic performance, as something apart from its stability, is this: Again, granted that the American economy continues to be a tremendous prosperity producer, why has its rate of expansion and growth fallen off sharply in the past two years? And what needs to be done to get it growing again at a salubrious rate?

In the last two years the American economy has, in terms of physical output of goods and services, grown at less than half the average rate at which it grew during the decade before that. Since the end of 1955 the rate of growth has averaged about 1.4 per cent a year. For a decade before that it averaged about 3.7 per cent a year.

This slowdown in economic growth means that we have been falling behind in developing that margin for the improvement of our economic society, and particularly its underprivileged elements, which has been the great promise of America. It also means that in the finals of the race with Russia for a safe place in the world, we have been making a conspicuously sorry showing in the crucial area of economic expansion and growth. The economy of the Soviet Union has been growing at a rate of somewhere around 7 per cent in the last couple of years, or about five times as fast as our economy has been growing.

It is easier for a young industrial country, such as Russia, to grow at a fast rate than it is for a relatively mature industrial country such as the United States. This is true if for no other reason than that its rate of expansion is measured against a much smaller base to start with. But, even so, the disparity between the recent economic growth rates of the two countries is disturbingly large.

So far as the current business letdown in the U.S. is concerned, there are still those who are not ready to concede that there has been any that is really worthy of the name. If the test is made of the nation's total volume of business, as measured by the Gross National Product, they can make something of a case. The Gross National Product appears to be down only a shade from its all-time peak of about $438 billion in the third quarter of 1957, and when the revising to which all such figures are extensively exposed is finally completed, any decline may be eliminated.

But if some other key indicates, such as that of industrial production —now down about 6 per cent from its summer peak—are used as the measuring sticks, it is clear enough that we are in a business slump. If the black pessimism in the dismal corners at the lower end of Manhattan Island is made the test, we are headed for the depths of economic despond. But violent swings of sentiment, often largely detached from basic economic realities, are a characteristic of this mercurial neighborhood.

Good cheer, along with the value of stock options, which currently has too much to do with depressing business sentiment, can be expected to follow the business curves up again before long. And again, ironically enough the Russians will, against their inclinations, have played a major part in this development. With their Sputniks they have provided the stimulus for large increases in our expenditures for national defense. In restoring business to something approaching its pre-slump level these defense expenditures will substantially offset the decline of business investment in new plant and equipment now in progress.

In the meantime, the American consumer, notably well-heeled with cash or credit resources and far less flighty than some of his business leaders, is going right on spending in his customarily big way—a way which accounts for about two-thirds of the total volume of business. This is pushing forward the day when inventories, recently unloaded at high speed to give the current business letdown much the same quality, must be rebuilt. In this process the industrial production curve will be tilted upward again.

IT IS one thing, however, to get our economy back on an even keel again. It is another, and perhaps more difficult, thing to overcome the lagging rate of economic growth which has prevailed for the last two years.

One difficulty is that we haven't done enough intellectual homework. It could conceivably develop that the worst loss inflicted by the Great Depression 1930s was that it made us, as a nation, so preoccupied with economic stability that we forgot about what coud be the even more crucial element of growth. At any rate the framers of the Employment Act of 1946 were so depression-minded that they did not even mention growth and expansion as an objective of national economic policy.

However, rather by accident than as a result of any conscious national economic policy, it looks as though our

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economy is going to be well set for another surge of growth along in the early Sixties. The promise of it is being provided by the tremendous outlays we have been making in recent years for industrial research and development. They started in a really big way a few years ago, last year (1957) ran over $7 billion, will go up again this year and are expected to exceed $10 billion by 1960.

The industry of innovation, created by these outlays, has a huge array of new products, processes and equipment in the works. As they come out of the research and development stage into production, they will give great new impetus to economic expansion. Why they cannot be expected to do in a sweeping way before the early 1960s is explained by the facts that (1) the great surge in industrial research and development began only a few years ago and (2) there is generally a six or seven year span between the beginnings of industrial research and development and the marketing of new products to which it is directed. "Seven years from test tube to tank car" is a formulation of the proposition made in the chemical industries.

IT COULD develop that any room for growth in the American economy between now and the time we begin to reap the big research and development harvest will be taken up by the necessity of pouring scores of billions of dollars into armaments. But it doesn't seem likely. It looks as though whether or not we get "zeroed in" on enough places with potentially devastating weapons in time is economically a matter of relatively few billions. Of course, defenses against weapons descending out of the upper atmosphere is a far more costly business, and potentially involves huge outlays for military and civil defense. But the research necessary to provide any defense at all is, like the upsurge in industrial research, still in a relatively early stage. Large capital outlays in the anti-missile field still seem to be some years away.

At the same time private business establishments are not well set at this juncture to take up the room for growth in the economy in the normal course of their business. In almost all lines of manufacturing there is an excess of producing capacity which puts a damper on further expansions of investment at this juncture. The McGraw-Hill fall survey of business plans found that business investment in new producing facilities in 1958 would be off about 7 per cent from 1957, and investment in manufacturing facilities would be off 16 per cent. The basic reason for this decline, of course, is that the American economy grew far less than its growth record indicated it would be reasonable to expect, and left business, and particularly manufacturing establishments, with excess producing capacity.

The upshot of all of this seems to be that, unless something special is done about it, the American economy may lag in growth for several years, and years that could have rather fatal consequences. Well, what's something special that ought to be done about it?

Re-enter the problem of improving the quality of our economic performance which the Russian Sputniks pounded into the consciousness of so many Americans.

In the post-Sputnik process of reappraising our national economic performance, there has been a lot of talk to the effect that, in order to re-establish our military and scientific security, we should start making heavy sacrifices of civilian consumption, and embrace austerity as a national idea. This, of course, is economic nonsense which could become dangerous nonsense if a lot of people got to taking it seriously.

While we have not been growing in riches as fast lately as usual, we are still so rich as a nation that our consumers can take or leave at least a third of everything that is produced without any immediate personal inconvenience. But, if some sudden seizure of enthusiasm for austerity and the simple life caused us to exercise this range of optional consumption, as it is commonly called, a depression that would not merely curl our hair but blow it right off would not be far behind.

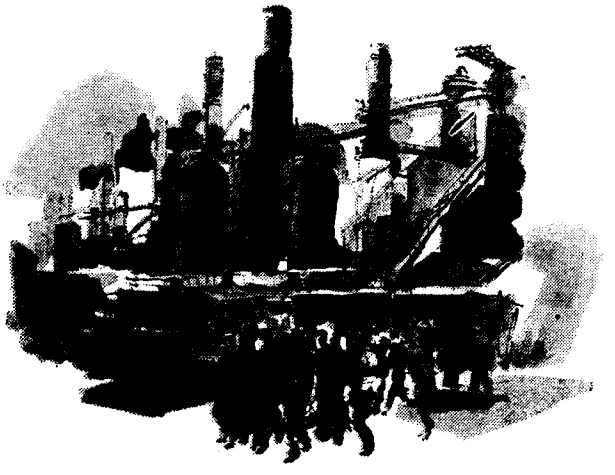
No, we are stuck with the problem of plenty in the United States. We are so geared up economically that we can have all the instruments of defense, including foreign aid, and all the scientific development we can use effectively without embarking on an austerity campaign to get them. In fact, if in response to the Sputniks we were to embrace austerity as an ideal, we would justify Russia's malignantest predictions.

Indeed, far from being in need of an austerity program we are in a position where, to realize a healthy growth potential, our economy must increase its output of civilian goods and services at a faster rate than it has in the last couple of years. And this necessity is also the opportunity to take long overdue strides in improving the total quality of our economic performance.

Along with many schools at all levels of education which are starved for adequate support, we have what should be beautiful rivers serving as sewers, we have slums almost as superlatively disreputable as the cities in which they are located are rich; we have city dwellers breathing air that barely misses being an attractive coal and soot mining proposition; we have some city streets so cluttered and littered that we almost wade, rather than walk, along them—to mention some of the particulars in which our economic performance is overripe for cultural improvement.

Removing these assorted blotches on the quality of our economic performance presents some special complications. For one thing, most of the problems involved initially call for community rather than individual action. Until we get more ingeniously inventive in harnessing private enterprise to the job, government action of some kind is generally involved in seeking a solution. And when it is local government, as is the case more often than not, the fiscal machinery for financing the necessary operations is woefully creaky.

But the choice, in any case, seems likely to turn out to be one of grabbing some economic and political nettles of this kind and using the growth potential of the next few years to improve the overall quality of our country's economic performance, or letting the growth potential lapse and perhaps losing our economic leadership, our security and most everything else in the process.



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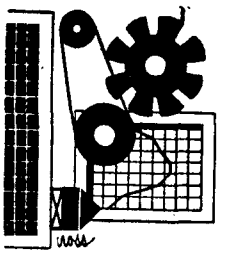

Can We Control Slumps?

By ROY BLOUGH, *professor of international business, Graduate School of Business, Columbia University; former member Council of Economic Advisers to the President; former director of department of economic affairs, U.N. secretariat.*

THE year 1958 has opened with the level of business activity falling and the level of unemployment rising. For the third time since World War II the American public is wondering if we are headed for the kind of major depression that has followed most of our big wars. The major problem of economic instability during the past decade has been inflation, but we continue to be highly depression-conscious. It is well that we are, for in addition to its tragic domestic effects a major depression would be a major disaster in international politics. It would be an apparent fulfilment of Soviet prophecies and would come at a time when the international horizon is blacker than it has been for some years. Even a minor depression would be a blow to our efforts to keep uncommitted nations out of the Soviet orbit.

If we became bogged down in a major depression, a tremendous expansion of market demand for goods and services would be required to pull us out. The only likely source of such demand would be large-scale deficit spending by the Federal Government. There can be no serious doubt that the Government could pull us out of a depression if it undertook enough deficit spending. The experience of the war proved that. But large-scale deficit spending is something to be avoided if possible, for a variety of reasons.

Pulling the economy out of a major depression is a last resort but not an acceptable goal of national policy. Much more attractive is the accepted economic goal of this country, namely, economic stability with growth, that is, the simultaneous maintenance of high employment, stable prices, and continually rising levels of *per capita* production and consumption. It is also a more practical goal than pulling the economy out of a depression, just as it is more practical for a performer on a high wire to maintain his balance than to jump up again in case he falls off.

Maintaining economic stability with growth requires both broad powers and delicate balance. Only the Federal Government has the financial resources and universal coverage necessary to do the job, and even it must achieve a difficult combination of conditions.

First, the policy-makers of government must have available to them adequate measures for achieving high employment while keeping prices stable, and for maintaining economic stability without unduly checking economic growth.

Second, they must be able to determine when and with what force to apply such measures.

Third, they must have the will and courage to apply the necessary measures at the right time and with the correct force.

To what extent have these three conditions been met? Judged by results since the war, they have not been met perfectly. There have been inflations and deflations, and recently consumer prices have continued to rise even in the midst of a business decline. Nevertheless, the record must be judged a good one. War crises, not peacetime economic forces, generated the major price inflations, including the repressed inflations that broke out after markets were set free. The recessions of 1949 and 1953 were relatively short and mild. After 1951 there was a considerable period of overall price stability. Clearly, unless we have been enjoying fantastic luck, the necessary conditions must have been met in considerable degree.

It is by now widely recognized that the group of measures commonly referred to as fiscal policy and monetary policy are the main instruments for maintaining economic stability. Monetary policy acts by influencing the amount of private consumer and business demand; fiscal policy, in addition, compensates through changes in government spending for changes in private demand.

THE exercise of fiscal policy is carried out by varying upward and downward the amounts of Federal expenditures and of tax collections, whether automatically through the "built-in stabilizers" of some twenty governmental programs, or by legislative and, to a lesser extent, administrative action. The exercise of monetary policy, which is in the hands of the Federal Reserve System, under Congressional authority, is carried out by varying the supply of bank money through adjusting rediscount rates and bank reserve ratios and through open market operations.

Fiscal policy and monetary policy are very powerful instruments, but they have their defects.

First, they are general controls applying to the whole economy and cannot be pinpointed to meet problems of particular sectors or geographical areas.

Second, fiscal and monetary policies involve time lags that interfere with their effective use. One kind of time lag is the interval that elapses after the need for action is recognized but before action is taken. This may be very short in the case of monetary policy; it is likely to be several months in the case of fiscal policy, especially when Congressional action is required.

Another kind of time lag is the interval that elapses after action is taken but before the action has an impact on the economy. In the case of monetary policy this lag varies according to the sector of the economy, the stock market perhaps responding instantly while the home-building market may respond only after six months or more. In the case of fiscal policy even longer lags may be involved—as long as two or three years in the case of a public works program. An anti-depression public-works program might well come into full effect just in time to accelerate a lively inflation.

Third, fiscal and monetary policies have not demonstrated much effectiveness in dealing with cost-push inflation, that is, inflation initiated by the pushing up of wages more rapidly than the rise in productivity, and to a lesser extent by the raising of administered prices of materials and other cost items. Given a national attitude that apparently does not accept a substantial degree of unemployment, creeping cost-push inflation remains a problem.

Fourth, fiscal and monetary policies may not be powerful enough in themselves to maintain economic stability in the presence of strong shocks from the outside, such as hot or cold wars. Dealing with the impact of such

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shocks may require more drastic measures, such as price controls, wage controls and rationing. Such measures are too wasteful in the resultant allocation of resources, too difficult to administer, and too restrictive of economic growth to be used except in periods of economic emergency. Less drastic measures, such as controls of instalment credit and real-estate credit, are appropriate for use in more normal situations but are not now available except through new Congressional action.

Despite their defects, which make the task of the economic stabilizer a difficult one, I believe the instruments available are reasonably adequate to avoid major instabilities that arise in the normal course of the operations of the national economy.

Let us turn to the second condition mentioned above, namely, that to achieve economic stability policy-makers must be able to determine when and with what force to apply the various stabilization measures. Do we know enough about our highly complex economy to judge accurately what the economic situation is, and can we forecast well enough to determine when and how vigorously we should use the stabilizing instruments at our disposal?

There is no lack of personal competence. I believe it is only fair to say that the generality of the economists and statisticians in the Federal Government are highly competent, and have an integrity and devotion to the public interest of a very high order. They can advise policy-makers on the use of stabilization measures, if anyone can.

There are two kinds of requirements for knowing when, and how forcefully, to apply monetary and fiscal policy. One requirement is adequate information about the ramifications of our highly complex economy. Today the information is far superior to what was available in 1929. A whole system of national economic accounts has been developed which greatly enlarges our grasp of the operation of the economy.

There still remain, however, many gaps in the information called for by this system of accounts. Many figures that are needed quarterly or more frequently are available only annually. The figures in some of the statistical series are unreliable because of inadequate sampling. These defects are due to lack of money. Congress, despite urging, has been niggardly in providing the relatively small amounts required.

The second kind of requirement is good forecasting. Even with the best of statistics economic forecasting is likely to remain an art rather than becoming a science in the foreseeable future. There is no forecasting except by projecting past experience into the future, which requires a full understanding of past experience and assumes the continuity of past economic relationships into the future. The enormous complexity of the economy, the impact of overseas developments, the frequent occurrence of unpredictable events, the mass movements of public responses to such events, and the effects of forecasts on what actually happens, all add to the difficulties of forecasting.

The impossibility of making precise and continually reliable forecasts is regrettable but not fatal. Despite lapses, government economists in the main continue to be close enough to the situation to chalk up a very acceptable record. We must not expect perfection. If we are satisfied with reasonable expectations, I believe knowledge is sufficient to permit the prevention of serious depression and serious inflation in the absence of very powerful forces outside the normal operation of the economy, such as war. Certainly we are far better off in this respect than we were in 1929 and subsequent years.

There remains the question of whether our policy-makers and the public whose support they require have the will and courage to carry out stabilizing policies.

We are clearly better off in this respect also than we were in 1929, at least with respect to dealing with downward business movements. The public learned a good deal from the depression and was freed from some economic superstitions and inhibitions. If anything, it is prone to call for action that is not necessary.

Nevertheless, timely and vigorous action even to offset downward movements is not assured. Recovery always seems about to take place—"prosperity is just around the corner." Some persons in official life do not believe in fiscal policy; they do not accept deficits as a means of promoting recovery. Those who do accept fiscal policy regret giving up the balanced budget because of its symbolic power in promoting fiscal responsibility. Moreover, tax reductions, which are the most readily available fiscal policy measure, are virtually irreversible in practice; they must be used sparingly if they are not to contribute to future inflation.

This suggests the crux of the matter. Economic stabilization is a two-way street. If there is to be stimulation of the economy in recessions, there must be offsetting restrictions in inflation. If there are to be deficits in some years, there must be offsetting surpluses in others. Policy makers may be reluctant to take vigorous steps to stop downswings because they fear, with justification, that they will not have public support in halting inflationary movements, whether these are the result of excessive action to halt downward movements, or grow out of other developments within or outside the economy. Monetary policy has been applied with considerable skill and courage, but in the face of vigorous criticism. We have had notable lack of success in using fiscal policy to fight inflationary movements. The reasons are not hard to understand. Persons want prices to rise for what they sell, even while they protest inflation in general. Buyers as well as sellers are annoyed by restrictions on purchases that result from the tightening of credit. Escalation of prices and wages is built into many kinds of transactions, notably farm parity prices and wage agreements. Everyone is annoyed by tax increases. We have yet to see an increase in taxes adopted as an anti-inflationary measure at a time when the Treasury was anticipating a balanced budget or a surplus.

The Government is not well organized to achieve a unified policy to promote economic stability, even with the Council of Economic Advisers and the Congressional Joint Economic Committee. The various departments operate with a large measure of independence under Congressional authority. Congress in turn lacks policy-unifying machinery strong enough to offset the fragmentation of policy-making among numerous legislative committees, each with its own objectives and public clientele.

MY CONCLUSIONS may be summarized briefly. The Federal Government can pull the country out of a major depression through deficit spending, but the far better and easier course is to prevent one by maintaining economic stability with growth. Our instruments for maintaining stability are not perfect but they are reasonably adequate. Our knowledge, our facts, and our ability to forecast are not perfect either, but they are not so deficient as to prevent effective action. The Federal Government has structural aspects that make unified stabilization policy difficult to achieve. This might delay action to meet developing recessions or inflations until a good deal of damage was done. The public support of anti-depression measures is likely to be strong, but unless the complacency toward inflation can be replaced with effective support for anti-inflationary measures, our national policy of economic stability with growth faces troubled waters ahead.

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A GALLERY OF FREE WORLD BUSINESSMEN

By WILLIAM D. PATTERSON

The posture of freedom's grand alliance in the current worldwide power struggle must be economic as well as military. The major source of economic strength for the free world undoubtedly lies in U.S. production and prosperity. Still it is also clear that the total capacity of the free nations to cope with Communist economic pressure and competition today must depend in critical measure on the industrial initiative and managerial resourcefulness of our allies. SR *here reports on business leaders in Britain, France, Germany and Italy who have created or expanded large enterprises in the shattered aftermath of World War II. In doing this they have not only strengthened their own national economies, but the free world itself. Theirs is a significant achievement.*

GREAT BRITAIN

A motor-car manufacturer and exporter successfully penetrates the United States and gives encouragement to the English in their push into competitive markets

THE small foreign car is carrying a heavy load today. In the race for world markets and for dollars the compact European automobile is a major factor not only in their domestic economy, but in the export drive of Britain, Germany, France and Italy. And nowhere more so than in Britain.

The British motor car industry is the largest exporter of cars and trucks in the world. The industry accounts for 16 per cent of Britain's total exports, or about $1,200 million in foreign sales.

A British business leader and industrialist who has tackled his share of Britain's postwar problems aggressively is Sir William Rootes, head of the Rootes Group, the ninth largest enterprise in the United Kingdom. This master salesman, who supervises and inspires his company's sales efforts in 152 countries around the globe, including a major organization in the United States, is also appropriately enough the chairman of Britain's Dollar Export Council. The Council is the central advisory body and clearing house for British businessmen wishing to open sales outlets in the U.S., a most important market because of the urgent British need to close the dollar gap between exports and imports.

A crisp, quick-talking man of sixty-three years, Sir William is the dynamo behind the resurgence of his company and much of the overall British export effort since the end of the war. Sitting in the handsome board of directors room in Devonshire House on Piccadilly in the heart of London, he talks not only easily, but eagerly, of his company's manufacturing program, design policies, enlightened labor relations and ingenious, hard-driving sales efforts.

"The progress of the British motor industry contributes to the progress of Britain. Of 23 million workers in Britain nearly 1 million now work in some branch of the industry. The industry's weekly wage bill is nearly $24 million, and we are our country's largest exporting industry." Of his own company, he said:

"We have made great strides in modernizing our factories. By close cooperation with labor unions and our own workers we have not only enjoyed peaceful relations, but through an intensive program of keeping our employes and their leaders informed we have introduced new automatic methods with very little disturbance and have increased our worker productivity to as high as any company or industry in the country.

"We have fifteen sales subsidiaries or affiliated companies overseas as well as nine assembly plants. Before World War II we were selling Rootes cars in sixty-nine countries abroad. Today it is 152, and we plan to open up other markets this year.

"I am pleased that while industry sales are up generally during 1957 by about 2½ per cent, Rootes sales will be up more than 3½ per cent."

The Rootes Group manufactures Humbers, Hillmans, Sunbeam-Talbots, and Singers among British passenger cars and a variety of trucks and commercial vehicles.

Neither the vast enterprise itself nor Sir William fits the traditional image of a stuffy British tycoon. Accessible, streamlined, promotion-conscious, Sir William is a great admirer of U.S. marketing methods. He has visited every state in the Union, comes here at least three times a year on sales trips. Last fall, in a typical Rootes gesture, he flew two planeloads of his U.S. distributors and dealers to London for a whirlwind round of hospitality, sales indoctrination and pep talks in connection with the British motor show and the introduction of Rootes's new lines.

At a Devonshire House reception, the dealers were given a gracious greeting by Sir William in which he managed to blend pride, optimism, and his determination to maintain Rootes strong sales position in the U.S. market.

The dealers in private talks expressed hearty admiration for the "American zip and bounce" of Sir William and his son, Brian, who is general sales and marketing head of the Group.

When Sir William looks out at the U.S. or the world market, he fairly glows with enthusiasm:

"In 1957 the registration of our Hillman, Sunbeam, and Singer cars increased by more than three times over 1956. In the first six months alone we sold 45,000 cars compared to 15,000 the previous year. In this fiercely competitive market, we over-

Rootes—"glows with enthusiasm."

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took Germany in the number of new cars put on American roads.

"The Volkswagon is a fine car and a good buy. We welcome competition because we are confident we have the product and the imagination to more than hold our own in this important U.S. market."

As for the rest of the world, he sees opportunity knocking on every continent, saying "welcome" in every language:

"How can anyone say that there is no sales potential for the British motor industry when one considers car-population ratios like those of Rhodesia (77 people to one car), Brazil (200 to one), Turkey (720 to one), Pakistan (2,107 to one), Afganistan (12,000 to one) and China (58,000 to one). And even in countries like U.S.A., with its dense vehicle population, the brisk turnover of cars means that the saturation point is always very distant. After all, 50 per cent of our U.S. sales are to one-car owners, and the other half to owners of two or more cars."

Sir William is proud that the British motor industry has invested or has plans for investments of more than $750 million in expanded facilities, and he is equally impatient with British businessmen who stand pat or fear to venture into the overseas markets where Britain so desperately needs to find more export outlets.

U.S. Ambassador John Hay Whitney in a recent address to a group of British businessmen chided them for complaints that the U.S. market was too complicated and costly to enter. He commended warmly the work of Sir William as head of the Dollar Exports Council, as well as architect of Rootes's own successful sales program in the states.

Both in his personal competitive drive as well as in his sense of his larger responsibility to his nation's economic progress, Sir William is an outstanding example of the modern British executive who today is strengthening his individual company and thus his own nation, and by this much, the entire free world.

de Vitry—"no limit for free enterprise."

FRANCE

The hierarchy-ridden and familial ways of French industry are no obstacle to large-scale production, democratic worker-loyalties, and plant modernization

THE image of French industry for the average American undoubtedly is influenced by the instability of French governments and by the quasi-comic figure in U.S. movies of the excitable, hand-kissing, wife-stealing French lover.

France is fine food, champagne, perfume, and romance, as U.S. tourists have happily discovered year after year, and French cabinets do fall with a regularity as distressing to the French as to their allies. But there is another, vital side to the French coin, and it is an exciting one to uncover.

This is the impressive record of achievement rolled up by French industry since World War II in research, in product improvement and development, in modernization of plants, in productivity, and in the export drive to accumulate needed foreign exchange for France's economy.

In the manufacture of electronic equipment France now ranks second only to the United States. France ranks third among the world's top exporters of automobiles. Only Great Britain and West Germany are ahead. The U.S. is in fourth place. Indeed, French cars are challenging both British and German makes for leadership in the crucial American market. France not only operates the largest commercial airline in the world—Air France—but in design-improvement and innovation in a highly creative, competitive industry, French aircraft manufacturers are regarded as among the finest in the world. France's chemical industry has more than doubled the rate of production of the last prewar year, 1938.

French industry, however, is backward in sales promotion, merchandising, marketing, price policies, and public relations, and for the very reason that it is so outstanding in efficiency, productivity, research, and design. By and large French industry is managed at the top levels by engineering executives who understand production, but not promotion.

Of the heads of France's largest enterprises, at least sixty-three have been trained as engineers. And of these sixty-three no fewer than forty-eight are graduates of the famed Ecole Polytechnique in Paris. This school is a national institution of engineering that combines the standards and facilities of the Massachusetts Institute of Technology, Carnegie Tech, and California Tech under one roof and turns out top-ranking engineers for future command posts in industry the way West Point creates future generals for the U.S. Army.

In the U.S. only one out of nine of the heads of our 500 largest corporations have engineering training, while in France virtually every manufacturing concern is headed by a technically-trained executive.

Yet French industry is—with rare exceptions—not sales conscious. Salesmen have little prestige, and public relations is regarded as a rather shameful practice. As a matter of fact there is no French term for public relations. This attitude toward publicity or even public information of any kind also reflects the patrimonial, closed familial composition of much French industry, with a profound sense of privacy, even secrecy, about its policies, plans, or profits.

The largest chemical company in France—and, according to the *Fortune* magazine index, sixtieth among the 100 largest foreign industrial corporations in the world—is Pechiney, a huge enterprise with 20,000 employes doing an annual sales volume of some $260 million a year. Pechiney is the foremost producer of bauxite and aluminum in France, a leader in chemical and electrometallurgical fields, a manufacturer of highly versatile plastics.

The managing director of Pechiney is a quiet, impressive man, sixty-one years old, a typical engineer-executive, a graduate of the Ecole Polytechnique. He is Raoul de Vitry, energetic, young in mind and outlook, who deeply believes that free enterprise must produce more goods, develop new uses for new products and new energy sources, and help raise living standards worldwide in the best interests of France and the free world.

In his spacious office, smoking a huge Upmann Havana cigar, the chief executive officer of Pechiney talked frankly about the achievements of his company since a weakened, di-

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vided France emerged from the war, defeat, and German occupation. The record is just as impressive as M. de Vitry, who himself received the Medal of Resistance in World War II.

"The directors of Pechiney felt the only way to head off a Communist revolution in France after the war was to have confidence in the soundness of France's economy and therefore to risk millions of francs in building up Pechiney for the future. The only other choice, I felt, was not to risk, to stand still and to finally sink slowly out of sight. We went ahead."

De Vitry is concerned that Pechiney produce more aluminum more efficiently because it "will be needed increasingly in the future for the world's industrial advancement, and to raise living standards everywhere." He feels the same about Pechiney's other products, such as plastics, vinylite, styron, poly-ethyl, supernal, rilsan, and in the field of insecticides and vegetable hormones.

Like many French industry heads, de Vitry is not only an engineer, but a statesman. In common with most of his peers he has served a number of years in government, is accustomed to working closely with the government and to taking a broad national or international viewpoint of his responsibilities.

He was one of the leaders in French industry who supported the successful campaign to set up and obtain ratification for the European Economic Community (or Common Market) and Atomic Energy Community which went into effect earlier this month. The Common Market, looking toward the elimination of customs, tariffs, exchange restrictions, quotas, and other discriminatory restraints on international trade, comprises France, Italy, West Germany, Luxembourg, Holland, and Belgium. Over a period of perhaps fifteen years the Common Market is expected to move the countries of Europe much closer to the great dream of a United Europe.

When asked about the general social and economic situation in the world, he said:

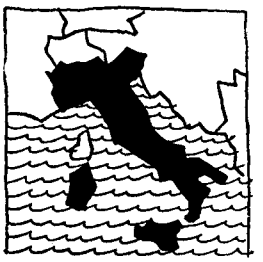
"Each developed industrial nation in our free world, in my opinion, should contribute capital and technicians to raise the living standards of the less-developed regions of the world."

In this connection he pointed out that Pechiney was practicing what he was preaching in Africa, Argentina, Brazil, India, Turkey, and Yugoslavia. He was also proud that there are Pechiney factories in Spain, Italy, Belgium, Holland, and Norway.

"We at Pechiney see no limits to the opportunities for progressive free enterprise in the world."

ITALY

A generation of Fascism is forgotten as enterprising industrialists turn Italy's renowned esthetic talents to creating business and beauty for the world



RAVAGED by Fascism and war for almost an entire generation, Italy has rebounded since the end of World War II with a renaissance in the arts and in industry that for esprit is unsurpassed by any other nation.

The remarkable man who probably personifies this creative postwar thrust of Italy as well as anyone—and better than most—is Adriano Olivetti, president and chairman of the board of the Olivetti Corporation. He looks like a dreamy-eyed poet or struggling artist in his rumpled suit, but he is actually one of the most successful industrialists of our generation. He is head of the largest European firm manufacturing business and office machines, which has also become an international byword for modern design and enlightened concern for employes and community relations.

There is not a shyer or pleasanter smile to be encountered anywhere than to sit with Signor Olivetti in his office, his graying hair seeming to wave gently in the breeze from his gesturing hands, and listen while he talks about his company, his plans, and his philosophy.

This is the man who has retained the finest artists to design his typewriters and computing machines, to execute his notable advertising campaigns, to create offices which art critics describe as "beautiful, walk-in posters," and to plan factories and office buildings which are masterpieces of modern architecture as well as centers of the finest working and living conditions for his employes.

In the midst of his duties of supervising factories in five countries, subsidiaries in sixteen countries, sales and distribution offices in 106 countries and a world-wide organization of 24,500 employes, Mr. Olivetti finds the time and energy to write books, run a publishing business, edit a magazine, and be mayor of his hometown, Ivrea, Italy. Plunging into the uncertain waters of politics in 1956, he was elected mayor of Ivrea over Communist opposition and in some forty neighboring villages Olivetti candidates took over the local governments, ousting Communists.

The company will be fifty years old this year, but its tremendous growth has followed the war.

Today Olivetti employee benefit programs are among the most comprehensive in the world. They include housing, health services, nursery schools, as well as the highest pay scales in the industry of any country where Olivetti products are manufactured.

This all reflects Olivetti's mixture of Christian faith in his fellow men and his driving energy as an executive. He is concerned with high productivity and with measures to minimize the monotony of modern mechanical assembly-line work. He also wants to stress the employe's stake in the company and sense of participation.

"Workmen believe in an employer who believes, himself, in the Lord and in the fundamental dignity and basic worth of the individual," he stresses.

This sense of the factory's obligation to the community in which it is located plus the need of the worker to "belong" to his factory-community group has inspired much of Olivetti's thinking, and has made him a leader in a new kind of social, community planning in Italy. He has sponsored the establishment of seventy-one Community Assistance Centers to which villages troubled by declining industry, agriculture or population can turn for advice and help in resuscitating themselves. This town planning program has produced life-saving results for many communities

Olivetti—"believe in the Lord."

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faced with extinction. He first thought of this program while living in political exile in Switzerland where his anti-Fascist attitude compelled him to flee.

He is a strong protagonist of the Common Market for Europe—like M. de Vitry in France—because he sees in it the foreshadowing of the United Europe which will finally produce a great "domestic" market such as the U. S. has historically enjoyed. During a recent interview he said:

"European economists should work to raise our standard of living throughout the continent and to build our own market here.

"U. S. capitalism showed the way by building its own domestic market. Our governments, businessmen, and economists are not aware of our great domestic opportunity in each country in Europe and in the continent as a whole."

WEST GERMANY

Thirteen years after Hitler, the phenomenon of Europe has built up from the rubble the slickest, fastest-moving industrial plant in the West, challenging all comers

ONLY thirteen years ago the German economy had virtually ground to a halt. Factories were in ruins, the labor force was dispersed, government had ceased to exist, Allied armies were in occupation, the currency had been invalidated, and many of the surviving industrial establishments were being dismantled.

It is hard to believe that today the German economy has generated the most booming prosperity in Europe and that the German government is one of the most influential forces in the anti-Communist coalition.

Two unusual personalities, Josef Neckermann and Willy Schlieker, represent in their business achievements the new type of executive that has come to power and affluence in post-war Germany.

A tall, slender, tense man, with a sensitive, rather intellectual face, Josef Neckermann at forty-five years of age has taken the basic Sears-Roebuck idea and pyramided it into the largest mail order, merchandising and retail organization in his country, all in seven brief years.

In his office in Frankfurt-on-Main in the original loft where he started in 1950, Mr. Neckermann told how he looked at the "millions of refugees and poor people in western Germany, including the millions of people who had poured in from east Germany with nothing" and "decided there must be some inexpensive way of getting inexpensive merchandise to them which would still be of good quality and style." There was no tradition for mail order merchandising in Germany before the war, and what little had been tried had become synonymous with shoddy goods.

But with a few friends and relatives pooling some capital, he assembled clothing and other limited merchandise and put out a very simple catalogue in a mailing of 250,000 copies.

That was in March 1950, Neckermann recalled. In the first year he did $1,250,000 worth of business. Today they mail over 3 million catalogues and do over $100 million in mail order sales alone.

In addition his firm now does another $150 million a year in sales through a chain of large, modern, glass and steel department stores located in the major cities of western Germany. There are sixteen such stores, plus another twenty stores specializing in electrical appliances and eleven affiliated agencies handling Neckermann products on an exclusive consignment basis.

With 6,000 employes in his own enterprise, he also has many manufacturers making products to his plans and to his specifications.

Neckermann—"quality at low cost."

"Quality of manufacture, good design, and low cost were the basic ingredients," he said, and to prove his point had his secretarial and clerical staff put on a full fashion show in his office. The dresses and coats were chic in every detail, and of excellent workmanship.

Neckermann produced a merchandising revolution in Germany, created employment and new capital, and has achieved that finest form of flattery—imitation by competitors.

A parallel in many respects to Neckermann is Willy Schlieker, an ebullient, extroverted, highly talented man with something akin to genius in his understanding of steel.

Schlieker, the son of a Hamburg shipyard worker, was not only a Nazi, which he freely admits, unlike so many contemporary German businessmen, but was one of the key executives in the Speer armaments ministry during the war.

After the defeat of Germany he worked closely with both the American and British occupation authorities to whom he was valuable because of his knowledge of the German steel industry.

Managing finally to buy up a venerable, but bankrupt German steel firm in 1948, Schlieker started to lay the foundations of a complex set-up which today includes shipping lines, shipyards, steel mills, scrap yards, and machine factories.

Headquartered in Dusseldorf and Hamburg, Schlieker, now forty-four, is engaged in trade all over the globe, wherever steel is wanted. In talking about Germany's modernized industrial plant today, he said:

"A highly efficient and productive capital goods industry is basic to the prosperity of any nation. When the Allied occupation authorities were deciding to dismantle German factories I earnestly sought to dissuade them, saying they were simply taking enormous trouble to saddle themselves in their own countries with obsolete German industrial facilities.

"They would not listen. The result is they broke up our obsolete factories and we were forced to build modern, efficient plants from the ground up. With this equipment we are in a position to push our export drive and compete with anyone in the world for world markets."

An American economic expert, who is a warm admirer of Schlieker, says that he is "wholly committed, intellectually, politically, and socially to the West. It is no accident that his adopted son is now studying in a leading preparatory school in the U.S."

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Business Books

Continued from page 21

cialists in the field have found to be true: That there are no pat cure-alls; that "smart publicity" can never replace intelligent and defensible policies; that the building of good will must begin at home—among employees and in the company communities; that news suppression, in the end, only builds resentment and suspicion; that informed shareholders can be a bulwark against raiders.

Many would dispute the author's belief that labor has gained far more than its share of the fruits of increased productivity. Some would question whether corporate managers always have the right spectacles to view the public interest disinterestedly. No balanced student of the field would question his contention that, in today's environment, enlightened policies and forthrightness are indispensable to good public relations and, in the long run, to profitable business.

The evolution of corporate thinking is nowhere better reflected than in the terms John Hill, an undeniable conservative, has set down in his "creed" for progressive management.

Much of that creed would have shocked an earlier generation of executives. That it doesn't shock today's managers reflects the degree of change in thirty years. In this responsible public relations planning has played a part.

Managerial Revolution

"Making Management Human," by Alfred J. Marrow *(McGraw-Hill. 234 pp. $5) and* ***"Big Business and Human Values," by T. V. Hauser*** *(McGraw-Hill. 103 pp. $3.50), are two considerations of the changing relationship of the human being to the organization for which he works. Our reviewer is Harry C. Isaacs, vice president of the B. V. D. Company.*

By Harry C. Isaacs

OUR business world has, in our time, been undergoing a revolution involving all phases of the distributive pattern, from manufacturing to retailing. In a sense, Alfred J. Marrow's book, "Making Management Human," is more applicable to manufacturing; in the same sense T. V. Hauser's book, "Big Business and Human Values," applies more to retail distribution. Yet in their relation to the human values involved in work situations in respect to company relationships, they are tangential and often overlapping.

As president of the Harwood Manufacturing Company, and as a psychology teacher at the New School for Social Research, Mr. Marrow brings to his book the experience of the successful manufacturer combined with the psychological and searching approach characteristic of the New School.

The "why" and "how" of the worker-management relationship is explored at great length by Marrow; whether at too great length in some areas is a question. To cavil at this is somewhat captious since he explores areas that many have avoided, raises questions that need answers, and provides answers that can be read and followed most profitably. Every management which alerts itself to the fact that professional leadership's "main function is getting jobs done through people" will find in Marrow's chapters the fallacies behind some of its most cherished clichés and an approach to understanding reasons for the errors.

Two examples of many in the book will illustrate the point as well as the author's technique. Most employers believe workers want constantly higher pay and are interested in nothing else. The fact is that "up to a certain point just a little over their basic needs, people will work, beyond this point their effort tapers off." Marrow shows how, beyond this point, the worker is more interested in the way in which his position reflects his status as embodied in seniority, sharing of responsibility, participating in decision-making, and receiving recognition for skill or good judgment. This is part of the reason why piece-work rates don't bring maximum efficiency to achieve maximum take-home pay.

Then there are the factories which are always plagued by rumors, none of them good. The top executive can't understand it because "his door is always open." Little does he realize that while his door may be open, his mind is too often closed. Or that the "open door" is open on both sides and that it's much easier for him to walk out than for the worker to walk in.

Many of the areas of understanding, the questions raised and one firm's answers crop up in application in Mr. Hauser's book, "Big Business and Human Values," the second in the series of McKensey Foundation Lectures at Columbia.

Hauser's opening statement that "there cannot be freedom without responsibility" as being true of corporations as well as individuals sets the tone and the pace for this highly readable presentation of the application of human values within Sears, Roebuck & Co.

The Sears's story, as told by the chairman of its board, is the practical application of the psychological factors at work within people and so cogently covered in the Marrow book. Sears promotes from within, tries to ensure that "human considerations are not crushed under the pressure of immediate expedience," maintains a college recruitment program but does not neglect promotion of those not so trained, has a profit-sharing and pension plan in which all share, and with its vast network of stores and personnel provides for decentralization and a maximum amount of local autonomy. Its goal is that the individual must not be lost sight of.

Hauser inquires into the relationships of the big company and its responsibilities not only to its employees, but also to its stockholders, its customers, and the community, local, regional, national, and international. A most interesting part of the community relationship program is the fact that its good is in no way related to expense. A recognition of management's responsibility as part of the social scene led Sears into its "chain litter" plan. Not an expensive program, it and similar community projects can be undertaken by small companies.

The picture of business as a merciless tyrant squeezing out the maximum of labor for the minimum of money is one that seemingly dies hard. It has been, and to some extent still is, being perpetuated through the works of some of our most popular writers.

This distorted picture is not true of most of today's businessmen. Mass education, nonimmigrant workers, shortage of labor, greater job opportunities, the almost complete disappearance of one-man ownership of business, all have contributed their share to the disappearance of the "robber baron." Today's businessman is a member of a management team. He is interested in, and in some senses more deeply concerned, with the welfare, psychology, satisfactions, and growth of the workers than labor is.

Both of these books are "musts" for all who are interested in the management-worker relationship.

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FOR THE GLORY OF GOD

By
HELEN NORRIS

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Man and Machine

"Human Engineering," by Ernest J. McCormick *(McGraw-Hill. 467 pp. $8), is a study of ways of improving work performance and reducing human effort. Robert T. Hamlett, our reviewer, is director of employment and training for Sperry Gyroscope Co.*

By Robert T. Hamlett

A TITLE as challenging as "Human Engineering"—even before it is defined—encourages the reader to reach for a sugar-coated pill of hope, to hope that perhaps here at last is an authoritative answer to the problem of making human beings more productive, more efficient, and happier individuals with increased leisure and security.

Dr. Ernest J. McCormick quickly and effectively dispels any illusions of such cure-all by defining human engineering "as the adaptation of human tasks and working environment to the sensory, perceptual, mental, physical, and other attributes of human beings —towards the goals of improvement of work and improvement of human welfare." The author recognizes that the choice of the phrase "human engineering" is an unhappy one, but justifiable when the other available choices are even more confusing—for example: biomechanics, engineering psychology, applied experimental psychology, human factors in engineering, and ergonomics. This reviewer feels inclined to add work simplification, industrial design, and even automation as being equally applicable to man and his work problems.

If we limit Dr. McCormick's definition of human engineering to two simple goals—the improvement of work performance and the reduction of human effort—the immensity of the task immediately engulfs us.

The pervading theme in Dr. McCormick's "Human Engineering" is that human beings surpass machines in some of their abilities, while in others the machines surpass; the ideal combination of man and machine is that which fully utilizes the best abilities of each. How to find this ideal combination through research is the end result of human engineering.

The frame of reference adopted in solving human engineering problems encompasses three kinds of functions. The first is that of obtaining information through the physical senses; the second function is that of making decisions which may be highly mental or highly automatic; the third function is that of acting upon the decision—bringing about the desired action to complete the task.

Dr. McCormick faces the problems of human engineering with a practical viewpoint. How can such problems be solved unless the researcher has a working knowledge of the human body's response to stimuli? This means that to undertake the solution of a human engineering problem involving, for example, the use of the eyes there should be a basic understanding of the nature and measurement of light, the effect of color, the nature and defects of vision, etc. Now the enormity of any task involving human engineering begins to dawn on the reader, as it must have much earlier on Dr. McCormick as he began his distinguished career in education and government.

The chapter of visual displays presents an excellent treatise on the important factors considered in designing instruments and dials which will be useful and attractive in their intended environment. One need not look far to find poor design, confusing legends, unreadable lettering, etc., on supposedly modern designs of consumer equipment. Interesting material on sound and hearing, the effects of noise, atmospheric conditions, and human muscular characteristics lead into practical suggestions regarding space requirements and the arrangements of controls for facility of operation.

THE chapter on body orientation and acceleration forces is the most interesting because it presents a summary of material not found elsewhere. The jet-airplane age has made all of us more aware of the tremendous forces exerted on the human pilot as his plane accelerates and decelerates. Future designs, even for automobiles, will profit from an understanding of these effects.

The importance of basic research and its careful analysis is constantly stressed—there are no final decisions in human engineering—only ceaseless, unrelenting experiment and analysis leading to higher goals for human efficiency and productivity. Dr. McCormick's authoritative book adds to our visualization of man's great potential for solving man's work problems.

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TV AND RADIO

"The Lady from Philadelphia"

I SINCERELY hope that our State Department does not cut the commercials out of "The Lady from Philadelphia," the recent CBS-TV "See It Now" broadcast featuring Marian Anderson, the singer, when they show prints of the program in Asia. The comments of Mr. Edmond H. Leavey, president of the International Telephone and Telegraph Corporation, which sponsored the broadcast, and those of Edward R. Murrow, the narrator, speaking for I.T. and T., are essential to the propaganda aims of Miss Anderson's 35,000-mile, twelve-nation concert tour. Their remarks create a most favorable impression of American business. "Communication is our business," said the sponsor; then he defined the main problem of international communication today in terms of the question: "Can man get along with man?" Miss Anderson's tour was an act of affirmative communication. Mr. Murrow, noting that I.T. and T. had waived the final commercial, said: "They know that their communication can never be substituted for human communication. Miss Anderson's communication is something with which they—and we—would like to be identified."

This was television in the highest altitudes. What the "See It Now"-State Department- American National Theatre and Academy (ANTA) trio of organizers of the tour were saying, through Miss Anderson to the people of Korea, the Philippines, Vietnam, Burma, Thailand, Malaya, and India, was this: "You have been slaves to white masters from the West. Now you are your own masters, free to choose between the Communists and us. Both are prepared to radiate to you the West's industry, literacy, and material betterment. But the Communists will make you pay a price for that—a second slavery and a poverty of spiritual values. Choose the West and you will gain your freedom and dignity as well as science and technology. Marian Anderson is the image of your own future —if you follow us."

The singer never spoke this argument, of course. Her only instructions from the State Department were: "Be yourself." She gave her own message —in her inspired artistry, her joy, enthusiasm, compassion, humility, and religious faith. Her music was, in turn, a deep yearning, an adoration, a cry for freedom, a national anthem, a morality lesson, and a Christian hymn.

Her doctrine was a sense of journey, a "trampin, a tryin' to make heaven my home." It was, "Now we will do the thing in a new way. . . . There is no particular thing that you can do alone. . . . The 'I' in it is very small, after all. . . . All have a right to enter the gates. . . .One will give his all if he feels that he belongs. . . . Yes, I would sing for Governor Faubus if he were in a frame of mind to accept it for what it is. . . . Do not let hate or fear restrict you from being a big person. . . . All people seek to be great. . . . If all is right on the inside, there is a divine pattern. . . . I will go, I shall go to see what the end will be, because I believe in what I shall find at the end." This is the poetry of feeling, and I know of only one poet in America who sings this way: Carl Sandburg. The ethos of Abraham Lincoln is in his rhythms and Miss Anderson's.

The Asian response to her character and artistry was a complete propaganda triumph, to judge by the pictures and soundtrack of "See It Now." The King of Thailand had never before risen from his throne-chair to greet a distinguished visitor. In India, no visitor had ever been invited to speak at Gandhi's memorial in Old Delhi. The Prime Minister of Burma complimented her on her "good voice, technique, and acting ability," and on her "beauty and charm of mind." At Ewha University in Seoul, Korea, she was awarded an honorary degree for her "Christian service to mankind." In Bombay the tour dramatically illustrated the interpenetration of cultures when, for the first time, "a visiting artist" (Miss Anderson) sang with "the only Western symphony orchestra between Tel Aviv and Tokyo."

Less formal, but nevertheless expressing an undeniable sympathy for Miss Anderson as she greeted them and sang for them "in close fashion" were the faces in her audiences—impassive, rapt children; old men and women; Eastern cosmopolites; peasants; clerks; lawyers. These faces of Asia, photographed and edited with perception and taste, burst with startling, vivid reality upon our parochial TV consciousness, smogged and sodden with the gunsmoke and mayas of Madison Avenue and Hollywood. The United States can be proud to have had such a great lady as Miss Anderson to send forth on this tour.

There were other rewards for the "See It Now" audience here in the United States. We saw and heard a native orchestra in Bombay playing Indian music, which Miss Anderson told us "has resisted all foreign influences." We shared the thrill of an item of raw material for history when, in Kuala Lumpur, in the Federation of Malaya, citizens of the newest nation on earth heard the first singing of their national anthem by a visiting artist. Miss Anderson's journey was not that of an individual—she was a symbol of individuality as it is conceived and given historical meaning by contemporary Americans. The broadcast derived its very moving impact from some degree of awareness in the viewers' minds that they were watching not only a propaganda tour but a veritable collision of many cultures—religious, political, esthetic, ethical. At each moment there were overtones of the diffusion, challenge, and potentials of unique civilizations.

WE MUST recognize that "The Lady from Philadelphia" as an act of high creative imagination in television, marshalling the resources of our technology for great human purposes, is uncommonly rare. There is only one Marian Anderson, not many Ed Murrows and Fred Friendlys, and less than a multitude of sponsors like International Telephone and Telegraph whose institutional character permits them to spend shareholders' money on a TV broadcast like this one. Yet we must never cease to hope, with Miss Anderson, that the gates are there for all to enter. What we peddle to Asia we may well use at home; and we are indebted to "See It Now" for this grand reminder of what TV sometimes is and can more often be.

—ROBERT LEWIS SHAYON.

Miss Anderson—"inspired artistry."

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Personal History

Continued from page 19

himself in a new round of sensuality.

Bitterly, Harriet built the walls around her estate even higher. Although she dressed for dinner every evening and sometimes imported a whole orchestra to entertain a single guest, she never again went outside the strange little Anglo-French world which centered around Chateau Beauregard.

She died young, before Napoleon's disastrous German war, and here the biography takes an odd turn and follows some of the careers of those who came to dinner.

While perhaps over-romanticizing the masochistic faithfulness of Harriet, Mme. Maurois is really vicious on the one woman who, alone in this odd circle, managed to make her wealthy lover marry her and establish her as a proper member of the aristocracy. That this turns out to be the Wallace of Great Britain's famed Wallace Art Collection adds an unexpected interest and strengthens the book's earlier characterizations.

Young Brazilian Pepys

***"The Diary of 'Helena Morley,'" edited and translated by Elizabeth Bishop** (Farrar, Straus & Cudahy. 281 pp. $4.75), is a new rendering of a now classic account of a Brazilian girlhood in a mountain town.*

By Rosemary Carr Benét

A "ONE-BOOK WRITER" is often used as a term of disparagement, but there should be no such connotation in the case of "The Diary of 'Helena Morley,'" for it is a remarkable book. The fact that the writer never wrote anything else but letters doesn't matter. "Helena Morley" is the pseudonym of Senhora Augusto Mario Caldeira Brant, now living in Rio. (Dona Alice, her editor-translator Elizabeth Bishop calls her.) In a long and interesting introduction, Miss Bishop tells us about the author and her family and tells us she is still "very much alive." This is her girlhood journal telling in detail of life in Diamantina, a high mountain town of Brazil, in 1893, 1894, and 1895. Originally called "My Life as a Little Girl," the diary was first published in Portuguese in 1942, chiefly with the idea of amusing the author's friends and family. It caught on at once. It gives an extraordinarily detailed and vivid picture of a small-town world seen with the fresh, sharp eye of an exuberant youngster who had great zest for life in all of its phases.

Helena's mother was Brazilian, her father, a diamond miner, part English. We hear about them and particularly about her much loved grandma, who "is the only one who understands me" and whose favorite grandchild she is. The daily events are set down, spiced with family stories and legends and superstitions. School, home, and church make a background. There are many relatives—good aunts and difficult ones—neighbors, and friends; and Helena, who is forever eavesdropping on grown-up conversations, presents them clearly and well. She also pictures life in a South American diamond-mining town a half century ago, the work, the servants, the gossip, the caste feeling, the race prejudices, the money problems, the religious festivals, for she comes from a devout Catholic family. Even these have a personal slant. "I only like to pray when I'm sad or when there's a thunderstorm," she says—and "I decide for myself I admire good and holy people but I can't possibly stop being the way I am." There is a great deal about food ("I am disgracefully hungry") and her personal appearance—freckles and dress lengths cause her worry. She suffers from faults as diverse as envy and giggling spells. In fact, the whole diary is an engaging mixture of precocious wisdom and childlike innocence. "Why does everyone like to criticize the bad things we do and not praise the good things" is the cry of a complaining teen-ager, and it is the energetic thirteen-year-old who observes "My aunts walk so slowly it seems as if they were standing still." At the same time she can say with prescience, "Nobody knows what a person is like inside"—and "already I *think* more than most of my family." Helena is a very human figure, greedy, wrestling with her conscience, sometimes exasperated, sometimes unfair to her sister, but—like a younger Pepys—admirably frank, honest, intelligent, and interested in every facet of life. She is also sympathetic. One of the foreign words most often repeated is *Coitado*, "poor thing," which she is always saying about someone. Above all, there is a springtime freshness about her view.

It is hard not to quote her own words in summarizing her book. This undoubtedly reflects the fact that this is an excellent translation by the poet Elizabeth Bishop, who, having a feeling for language, has made a real translation, keeping the flavor of the original, yet putting it into good English. Helena's diary has already had much foreign praise, including an "homage" from Georges Bernanos, who relates it "to genius—to genius drawn from its very source, to the genius of adolescence." That may be too much to say, but it is certainly a curious and interesting journal with its own particular flavor and appeal. It gives an unforgettable picture of a time, a place, of a town and a family, set down delightfully in a lively, articulate fashion. After half a century, it stands up well. "The little girl that you were and the little universe in which she lived will never die," says Bernanos.

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—WMMNQ.

Answer to Literary Crypt No. 759

There is no killing the suspicion that deceit has once begotten.
—GEORGE ELIOT.

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Fiction

Continued from page 16

these goings-on, the acceptance of God by MacDhui.

Although there is considerable charm in the atmosphere of the Highlands, it is next to impossible to believe in the people other than on the Seven Dwarfs level. Much can be laid to Mr. Gallico's writing itself. He is capable of the most unabashed usage of the clattering cliché. And the clichés do not stop with the language, since the philosophy of "Thomasina" can be compared to a love fable by Saroyan rewritten by Norman Vincent Peale for publication in *Boys' Life*.

In a way, it is refreshing to find someone who, in this age of Sputniks and radioactive fallout, neuroses, and the organization man, is able to write a pure morality play in which good and evil are clearly defined and wherein love is the universal solvent of all problems. These qualities alone make "Thomasina" an interesting reading experience for elderly aunts, budding teen-agers, and, above all, cat lovers, who seem to have a view of the world all their own.

—JEAN SHEPARD.

RECOLLECTIONS OF WARTIME PAST: Philip Mackie obviously enjoyed his war, the part of it at least that he recalls in **"Hurrah! The Flag"** (Norton, $3.75), a lighthearted footnote to World War II. A lieutenant with a British parachute battalion, he was captured by the Germans, quickly escaped, was hidden by partisans in the Italian village of Pietrino, regained his own lines and returned with his battalion to liberate the village. In the process he succumbed neither to fear nor fatigue, but to an awkward sort of romance with Italy, Italians, and the young *baronessina* Marianna.

Mr. Mackie suggests how dismal was the duty that compelled him to give up the exhilaration he found in being an escaped PW in enemy territory to return to the shackles of his own outfit and formal, unit combat. It seems not too much when he and a fellow escapee are mistaken for Italians by drunken Wehrmacht looters and are dragooned into helping them carry a piano from the house in which they are hiding. It is also possible to believe in the purity of Mr. Mackie's wooing, with British pluck, the unreasonably sensible *baronessina* until unrequited love and the battalion's next tactical assignment bring an end to the whole affair, and no harm done.

Mr. Mackie reveals himself as an articulate soldier, sensitive enough to extract a great many of war's delights without being spiritually maimed by the misery that was comingled with them.

—MACK MORRISS.

BATTLE OF THE SUBURBS: Roderick MacLeish, in his first novel, **"A Time of Fear"** (Viking, $3.50), introduces the reader to Rock Ledge, one of the richer units of exurbia. In a combination of protectiveness and snobbery, the Rock Ledgers have organized their world under the umbrella of the Rock Ledge Association, designed, by keeping out undesirables, to maintain the old property values.

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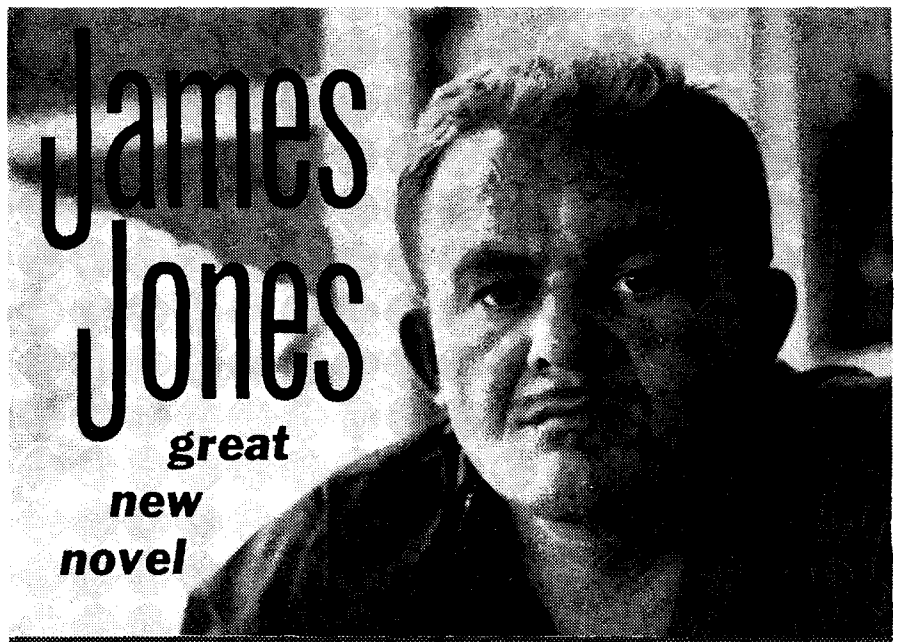
If all this is rather incredible, it does engender a certain suspense and excitement that moves the story along at a fast pace. But it seems that Mr. MacLeish has touched only lightly upon the true and profound conflicts of his people.

—BORDEN DEAL.



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Writers and Writing

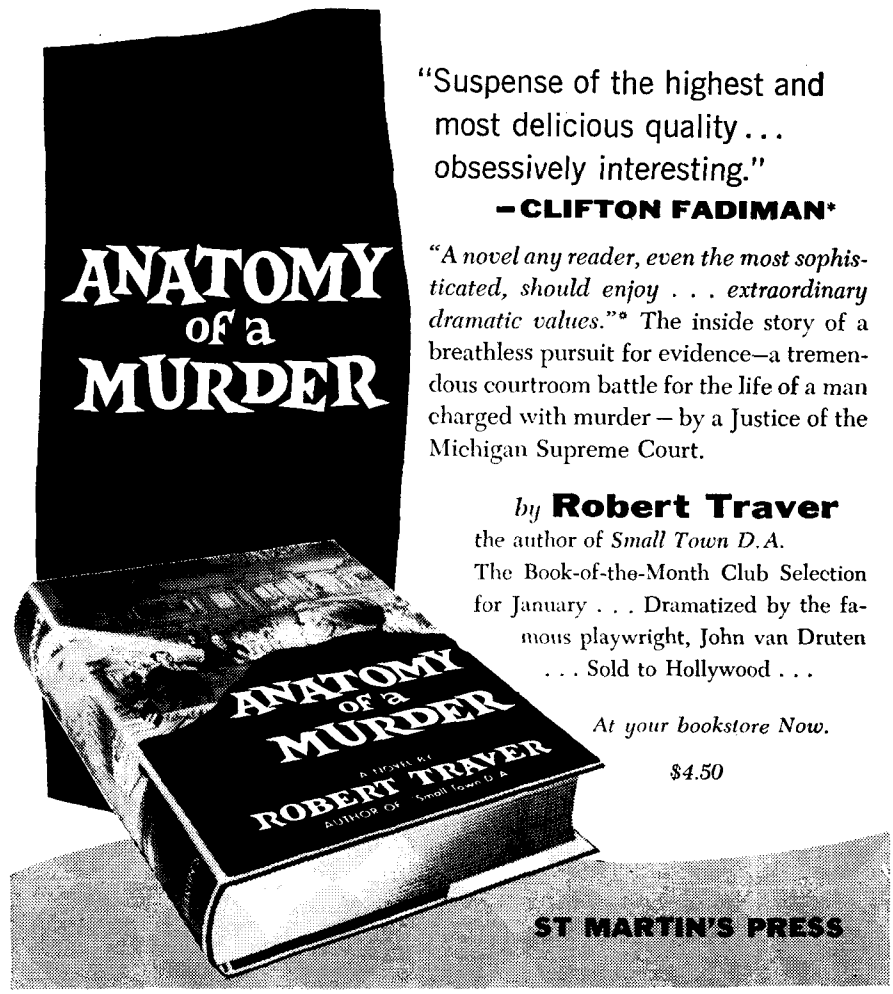
Continued from page 18

Tribune as its Paris correspondent. The letters the paper printed in the next eight months have been collected for the first time by Leon Edel and Ilse Dusoir Lind as **"Henry James: Parisian Sketches"** (New York University Press, $5). James's venture was not a success. Newspaper correspondence was not the forte of a man about to embark on a great career as a novelist. There was plenty to write about in Paris that season, but James kept the best material for future fictional use and the *Tribune's* readers got what was left. To be sure, he conscientiously told them about the opera season and the art galleries, and treated them to Jamesian glimpses of all manner of celebrities, from Offenbach to Zola. But reporting for a New York paper required "a distinct falsetto which he could not cultivate." James soon became unhappy. At the same time he was complaining about the *Tribune's* "vulgarity and repulsiveness," Whitelaw Reid, its editor, was gently regretting his tendency, in his letters, to overestimate its literary culture. James concluded that there was no point in trying to row upstream, and quit. "If my letters have been too good," he told Reid, "I am honestly afraid that they are the poorest I can do, especially for the money." But the episode had its value nevertheless, for it helped teach James one of his favorite themes, the dilemma of the artist who has to cut his precious cloth to fit the pattern of the mass media. The letters he composed during his brief stint on a newspaper are hardly top-drawer Jamesiana, but they could hardly be mistaken for anybody else's hack work.

—RICHARD D. ALTICK.

ON WRITING ABOUT WRITERS: Leon Edel is well known as the biographer and editor of Henry James, a critic of the modern novel, and an informed student of psychology in its literary applications. He combines all three roles with fine effect in **"Literary Biography"** (University of Toronto Press, $2), the Alexander Lectures he delivered at Toronto in 1955-1956. This small volume constitutes virtually the only extended discourse ever printed on the special problems involved in writing the lives of literary figures in particular, as distinct from the art of biography in general; and it contains some of the most thoughtful remarks ever made on the biographer's purpose and methods.

Mr. Edel draws from his own experience in the writing of "Henry James: The Untried Years" and its forthcoming sequel to illustrate the challenges faced by a biographer who sets out not only to narrate the external events of a full life but—more important and infinitely more delicate a task—to recreate the atmosphere of his subconscious mind. The relevance of psychological biography to criticism and interpretation is brilliantly demonstrated by his pages on Willa Cather's "The Professor's House," in which he explores the poignant personal meaning, to the author, of the novel's chief symbols. And even more rewarding is Mr. Edel's reading of Virginia Woolf's "Orlando," which shows that this unclassifiable "fable" is simultaneously a fantasy, a pastiche of Sackville family history, an extended commentary on the art of biography, an impressionistic history of English literature and the English social scene, a discussion of the changing role of the literary artist from Shakespeare to Strachey, and, most profoundly, a treatise on the familiar post-Bergsonian question of Time. This passage may well become a classic of criticism. —R. D. A.



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The Gullibility of the British

Continued from page 12

it, and still you mean to do,
For you've left the thought of manliness behind you.
Bull's son, fool's son, son of a Scullionaire,
Son of a Blather and Bellow-Along—every Ass his Bray.
(*From "The Absent-Minded Public," By J. M. Macdonald.*)

The extreme warmth of these remarks shows at any rate the amount of resentment generated in underdogs in a period when revolt was possible. After all, the Boer War was a plutocrats' war—the people fought and paid, and the privileged millionaires got the gold and diamond mines. Is it any wonder that the "poor" kept in their places as ruthlessly as Miss More's curriculum implies, were cowed into believing anything they were told? Illustrated magazines and colored advertisements—the source of most modern culture—give perhaps too favorable a view of the English gentry and their "gracious living," as still feebly represented by "The Establishment." For instance, it is authentically recorded by the Right Honourable G. W. E. Russell (of the Duke of Bedford's family) that an Eighteenth century "great lady" wishing to reprove a footman who was not waiting on her at table as she liked, said elegantly: "I wish to God you'd stop rubbing your great greasy belly against the back of my chair." From the same authority I learn that, even in the Nineteenth century, letters to the Archbishop of Canterbury (Dr. Howley) were not received unless written on gilt-edged paper, and when he went to sleep with his wife he was escorted by servants in bag-wigs and swords carrying flaring torches. "I like the Garter—there's no damned merit about it," is a remark attributed to Lord Melbourne and the Roval Duke of Sussex, but it indicated a point of view which joined with the other examples cited gives some idea of the subservience imposed by these great people on the lower orders. From their earliest days the latter got the habit of believing what they were told by their betters, which ended up with their paying a penny to see the fork which went with Margaret Nicholson's knife. Even in less humble layers of society the prevailing anxiety on meeting a stranger seems to have been the social query: "Do I snoot or am I snooted?" One can see how such an attitude led to an unquestioning faith in the rightness of "the right people," and a suspension of judgment and even common sense.

None of these suggestions, except possibly the last, accounts for the extreme gullibility with which the British intellectuals from the eighteenth to the twentieth centuries accepted a series of forgeries and impostors. These range from Lady Wardlaw's innocent pastiche of a medieval poem to the forgeries of Ireland and Wise, and the trickery which palmed off on the archeologists the jaw of a modern chimp as that of "Piltdown Man." Fortunately, England is not alone though perhaps easily first in credulous acceptance of such frauds and obstinate defence of them as genuine in the face of all reason and evidence. In Germany, for instance, we have recently had the scandal of the forged medieval murals in the church at Lübeck, followed by the prosecution of the same artist for selling over seventy forged old and modern masters.

Against the now admitted falsity of part of the Piltdown "finds" in England we may set the Calveras skull found in California, and defended by reputable American scientists as being of great antiquity when it was really quite recent, and the Glozel forgeries in France. More recently the marvelously preserved and realistic cave paintings of animals constantly being discovered in France have been criticised as modern fakes. André Breton, the surrealist writer, gave dramatic expression to his doubt. During a conducted visit round a just-opened painted cave he stated loudly that he did not believe the paintings were genuine, and moistened a finger which he drew across a mammoth or something which smeared at once. M. Breton was eventually fined 100,000 francs for damaging a public monument, amid the execrations and triumphs of those who asserted that the paintings are ancient. I must say it struck me that if they were really 10,000 years old (or whatever) they would hardly have smeared so easily.

Unfortunately, though we can bring this evidence to show that the British are not the only ones taken in by forged old pictures and phoney old bones, there is less to be said to excuse the series of literary frauds and impostures I mentioned just now. To be sure, the French have at least one truly preposterous sucker in the person of Michel Chasles. He was quite an eminent mathematician in his day, and if he had avoided the snares of buying historical documents and trying to persuade experts that the documents were authentic he would now be comfortably forgotten instead of disadvantageously remembered. During the 1860s this infatuated *savant* bought between twenty and thirty thousand supposedly autographed manuscripts from a gross impostor named Lucas who was eventually sentenced for fraud. How absurdly gullible Chasles was may be judged from the fact that he bought letters, composed in a pseudo-archaic French and supposed to be written by such persons as Plato and Pontius Pilate, who lived long before the French language was evolved. Chasles spent large sums of money on this worthless trash, and it was a long time before he could be induced to admit he had been cheated.

Robert Greene and Thomas Dekker and other Tudor-Stuart writers have left racy and entertaining accounts of their contemporaries' gullibility by "Conny-catchers" and "Foole-takers." One of Dekker's pamphlets is titled "The Gull's Horn-book," a horn-book being a child's primer. But for an example of a fantastically impudent imposture on the upper and intellectual classes we must go to the early eighteenth century and the case of the unidentified adventurer from the south of France who passed himself off as "a prince of Formosa" under the name of "Psalmanazar." He gave two versions of his life, one in his "Description of Formosa" at the beginning of his imposture, and the other posthumously some sixty years later which professed to give his true "Memoirs." As he was obviously one of those congenital liars who do sometimes occur, there is no more reason to trust his repentance than his impudence. From the point of view of British gullibility, the interesting facts are that he was accepted by army officers and a chaplain as a Formosan prince, baptized into the Church of England (though he had certainly been brought up as a Catholic), was received by the Bishop of London and the Archbishop of Canterbury, who sent him to Oxford. There, and in London where he met many prominent people, "Psalmanazar" told the most absurd stories of "Formosans"—they annually sacrificed 18,000 males under nine years of age, they divorced their

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wives by accusing them of adultery, cutting off their heads, and eating their bodies, they lived to a great age by sucking the blood of snakes, and so forth. All this twaddle was believed, and so for a time was the "Formosan language," gibberish which he invented as he went along. Long after "Psalmanazar" had been exposed he still retained some dupes, and his later affectation of piety and blameless conduct (soothed by much opium) so much impressed Dr. Samuel Johnson that he declared he would as soon have contradicted a bishop as "Psalmanazar."

As I have just noted, the London literary dictator of the eighteenth century was taken in by "Psalmanazar's" *tartufferies*. In 1750 Johnson was still more flagrantly duped by a Scottish literary forger named William Lauder, who reprinted passages from Masenius and Grotius into which he had interpolated parts of a Latin translation of Milton's "Paradise Lost" which Lauder asserted was a series of plagiarisms. Now, Johnson's friends gave out that he was "probably" the greatest Latin scholar of his age, yet he wrote a laudatory preface to Lauder's silly book and never noticed that the whole thing was a transparent fraud to anyone who knew the subject, which he obviously did not.

Johnson was not concerned with Lady Wardlaw's innocent pastiche of a Scottish medieval ballad, "Hardyknute," which took in two eminent Scottish lawyers and was greatly admired by Sir Walter Scott. Incidentally, the controversy over "Hardyknute" demonstrates how after a certain time disputants are much more interested in victory than in truth—when Lady Wardlaw confessed to her little "forgery" some of the partisans of authenticity refused to believe her.

Johnson was at the very center of the famous Ossian-Macpherson controversy, which has become a bit too famous with repetition, and can never be exactly settled. The most rational explanation seems to be that Macpherson collected fragments of Gaelic poetry from bards and ministers and old Highland people, and then with eighteenth century disregard for our rules of editing worked them up into "elegant and readable" pieces—much as the impeccable Bishop Percy did with his "Reliques" of old English poetry.

Johnson, who disliked Macpherson because he was a Scot, a religious skeptic, a successful businessman, handsome and highly successful with ladies, and a hired government writer with a pension of 600 pounds a year (Johnson's own pension from George III was only 300) bitterly attacked "Ossian" as a fraud and forgery.

With Chatterton and still more with Ireland we come on a series of genuine forgeries. Chatterton's extreme youth and tragical fate suspend all criticism—poor lad, he paid too heavily for youthful folly and high spirits. Ireland, on the other hand, was an impudent swindler, and the truly amazing fact is once more the gullibility of the dupes who accepted as genuine his super-clumsy forgeries of Shakespeariana and Shakespeare, culminating in his producing alleged "revisions" of "Lear" and Hamlet," and finally a "hitherto unknown tragedy" of "Vortigern," which was laughed off the stage at Drury Lane in 1796. Yet among Ireland's dupes were Mrs. Jordan (the mistress of William IV), Dr. Parr the classical scholar, James Boswell, and the Headmaster of Winchester. Kemble the actor really killed the lie by "guying" the performance of "Vortigern," but up till then the public in general believed in the authenticity of Ireland's feeble little forgeries.

YET the most successful forgeries of a literary nature were those fairly recently discovered and brilliantly exposed by Carter and Pollard. T. J. Wise "cashed in" on nineteenth and even twentieth century gullibility by forging, not texts (which were above his scope), but first editions. For decades he fooled the collectors and literati with phoney "firsts" of such writers as the Brownings, Dickens, Kipling, Rossetti, Stevenson, Swinburne, Tennyson, Thackeray, Wordsworth, and dozens of others. The cream of the joke is that he eventually took in even the omniscient British Museum "authorities." Wise had a fine collection of genuinely valuable books, and under his will they were offered to the British Museum Library which eventually bought them—it is said for about sixty thousand pounds. Only just recently have the "authorities" shamefacedly revealed that the "very valuable" Elizabethan first editions in Wise's library are defective copies which Wise completed with pages taken (how and by whom?) from the formerly complete copies already in the possession of the Museum! This must be almost a record in impudence, and one scarcely knows which to admire most—Wise's effrontery or the gullibility of the guardians of the nation's books.

LITERARY I.Q. ANSWERS

Column Two should read: 9, 5, 7, 6, 10, 2, 3, 1, 8, 4.

Berle

Continued from page 44

next phase—just as we already have the constitutional doctrine that under the First Amendment you may not by private contract prohibit a Negro from buying land.

3 My third point is destined to be in infinitely greater controversy, and I do not know what the end of the controversy will be. Great corporate power is exercised in relation to certain obligations:

1. It should supply the want in the area of its production. Where the community has come to rely on a corporation for steel, oil, automobiles or cigarettes, the corporation is obliged reasonably to meet that demand.
2. The price must not be considered extortionate. It must be "acceptable"—which doesn't necessarily mean fair or just.
3. It must provide at least some continuity of employment.
4. It must give a continuing attention to the technical progress of the art.

At every point in the individual history of large corporations there has been some moment of impact on the community when either the community felt the corporation was not fulfilling its obligations or, alternatively, the corporation realized it was up against a situation it could not handle. In every case the result has been either a friendly and orderly, or unfriendly and disorderly, hassle out of which a piece of planned economy emerged. Roughly two-thirds of American industry or much of American finance is now controlled by a formal or informal Federal industrial plan. Here are two illustrations at each end of the cycle.

The oil industry claims to be the most non-socialist, free-wheeling, private business that ever was. But the fact is that after many vicissitudes it sought control by, and is controlled by, various Acts of Congress. After orderly discussion certain laws were passed. Under these laws, first, the Bureau of Mines of the Department of Interior estimates the probable consumption month by month of gasoline and the chief oil products. Second, an interstate treaty exists among the oil-producing states, ratified by the Congress. Third, a Congressional Act makes it illegal to transport oil in interstate commerce which has been produced in excess of a state allowance. This legislation might break down if it were not for the fact that because there is a relatively concentrated system in the oil industry the refineries will not buy "non-certified"

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oil anyway. As a result, the big companies do not violate the Act; the little ones cannot; and the result is a planned oil economy by which supply is equated to demand and the oil industry from well to refinery to gas station is more or less geared to meet it.

Here is a disorderly example: Aluminum was manufactured by a monopoly which was ordered to be split up under an anti-trust decree. By a combination of administrative orders entirely without administrative rationale but all working toward the same end the Federal government used the aluminum plants it had itself created during World War II in order to set up two competitors to Alcoa. It likewise required Alcoa to sell its Aluminum of Canada shares. This was not enough by itself, so the government for a period of years handled its defense orders in such a way that the new companies had adequate assurance of a market until they could get properly under way. The policy still is to make certain that the new companies, which can stay in business only by being assured a reasonable market, will get the extent of market they need. There was a stockpiling arrangement at one time, followed later by the release of part of the stockpiled aluminum. In a wholly disorderly way which only the American system could ever conceive, there arose the equivalent of a *de facto* planned economy in aluminum. At the moment this industry now sails away, free-wheeling. But there is not the slightest doubt that if conditions required transition back into a planned economy it would happen.

Obviously a system like this is just as good as the ideas and strength of the body politic behind it The same system in the hands, for example, of a Latin American dictator could produce terrible oppression.

There is a gradually growing feeling that pension trusts, for example, must be controlled. A pension trust ring could be something to bind a man beyond belief. It could bind him to his job. He could not change it without losing a substantial part of his life savings. He might be controlled in all sorts of ways. We are beginning to think even that the pension trust right which cannot be transferred to some other pension trust is suspect.

As men think, so they are. We are really seeking now a body of doctrine which will control power. I close by returning to my first point, which related to the desperate search for a field of responsibility and accountability referent to some point of view outside the system: that is, to some modern "lords spiritual."

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(Continued on page 64)

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(Continued from page 63)

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TOP NEW YORK PUBLISHER—Could you use creative Advertising, Editorial or Promotion Assistant? B.A. English. Broad business writing experience (copy, publicity, sales promotion) plus working knowledge graphic arts reproduction methods. Mature (37) widow anxious to re-establish interesting work career. Box D-545.

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KINGSLEY DOUBLE-CROSTIC NO. 1243

Reg. U.S. Patent Office

By Doris Nash Wortman

DEFINITIONS	WORDS
A. Leaving nothing due on either side (2 wds.).	72 137 129 20 161 159 165 146
B. Sailor's baggage, personal effects.	114 185 83 109 173 4 25
C. Thrust oneself in officiously.	23 85 11 63 112 33 44
D. Star woman dancer with Buddy Ebsen, Imogene Coca, Clifton Webb, etc. in "Flying Colors," 1932 (full name).	18 82 104 69 10 34 50 32 128 183
E. Spear-shaped.	156 9 101 46 132 28 177
F. Member of European cavalry wearing gay uniforms, including a busby.	2 29 45 102 75 55
G. Showing signs of terror.	122 86 153 66 52 22
H. Affairs; is of importance.	167 36 14 184 81 172 176
I. About to happen, for good or bad.	90 80 41 19 76 154 135 160
J. Family name of the potters and wood-carvers of Oberammergau who take part in the Passion Plays.	133 180 91 60
K. I.e. (2 wds.).	182 142 54 1 84 70
L. The ancient banner of St. Denis, fastened to a lance.	171 39 15 61 169 162 148 74 136

DEFINITIONS	WORDS
M. Design of a work of art as seen in dark and light values only (Japanese).	123 103 93 164 113
N. Ostensible members of panels.	157 96 168 77 47 119 13
O. Fauna and flora (chiefly algae) of polar regions of perpetual ice and snow.	56 88 140 62 97 26 175 126 8 155 40 31
P. Weight, esp. if considerable.	65 138 38 42 58 78 3 131 181
Q. Describing the too stout.	178 24 147 5 64 151 12 110 68 141
R. Paravanes.	94 79 106 117 179 17
S. Vehement, impassioned.	111 99 130 174 186 144 87
T. Mother of Charles Beauclerk, 1670-1726, duke of St. Albans.	92 152 37 49 118 95
U. Specifying architecture of the Rhine valley.	158 43 170 16 108 100 57
V. Queen Victoria's birthday (2 wds.).	105 116 71 127 139 7 124 48 89
W. Protecting gadget worn against too strong light.	166 27 53 163 107 120 150 6
X. Passing slowly; servile.	21 98 149 35 121 134 59 145
Y. "Ware" made by Josiah Wedgwood in his special factory in Staffordshire.	51 67 30 125 73 143 115

DIRECTIONS

To solve this puzzle you must guess twenty-odd WORDS, the definitions of which are given in the column headed DEFINITIONS. Alongside each definition, there is a row of dashes—one for each letter in the required word. When you have guessed a word, write it on the dashes, and also write each letter in the correspondingly numbered square of the puzzle diagram. . . When the squares are all filled in, you will find that you have completed a quotation from some published work. If read up and down, the letters in the diagram have no meaning. . . Black squares indicate ends of words; if there is no black square at the right side of the diagram, the word carries over to the next line . . . When all the WORDS are filled in, their initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Of great help to the solver are this acrostic feature and the relative shapes of words in the diagram as they develop. Authority for spellings and definitions is Webster's New International Dictionary, Second Edition.

									1 K	2 F	3 P		4 B	5 Q	6 W	7 V	8 O		
	9 E	10 D	11 C	12 Q	13 N	14 H			15 L	16 U	17 R	18 D	19 I	20 A	21 X	22 G	23 C		
24 Q	25 B	26 O	27 W		28 E	29 F	30 Y	31 O	32 D	33 C		34 D	35 X	36 H	37 T				
38 P	39 L	40 O	41 I		42 P	43 U	44 C		45 F	46 E	47 N	48 V	49 T	50 D	51 Y				
52 G	53 W	54 K	55 F	56 O	57 U	58 P	59 X	60 J		61 L	62 O	63 C		64 Q	65 P	66 G			
67 Y		68 Q	69 D	70 K		71 V	72 A	73 Y	74 L	75 F	76 I	77 N	78 P	79 R		80 I			
81 H	82 D	83 B	84 K	85 C	86 G		87 S	88 O	89 V	90 I	91 J	92 T		93 M	94 R				
95 T	96 N	97 O	98 X	99 S	100 U	101 E		102 F	103 M	104 D	105 V	106 R	107 W	108 U	109 B	110 Q			
	111 S	112 C	113 M	114 B	115 Y	116 V	117 R	118 T	119 N	120 W	121 X		122 G	123 M	124 V				
125 Y	126 O	127 V	128 D	129 A	130 S	131 P	132 E	133 J		134 X	135 I		136 L	137 A	138 P	139 V			
140 O	141 Q	142 K	143 Y	144 S	145 X		146 A	147 Q		148 L	149 X	150 W	151 Q		152 T	153 G			
154 I	155 O	156 E	157 N	158 U		159 A	160 I		161 A	162 L	163 W		164 M		165 A	166 W			
167 H	168 N	169 L	170 U		171 L	172 H		173 B		174 S	175 O	176 H	177 E		178 Q	179 R			
	180 J		181 P	182 K	183 D	184 H	185 B	186 S											

Solution of last week's Double-Crostic will be found on page 9 of this issue.

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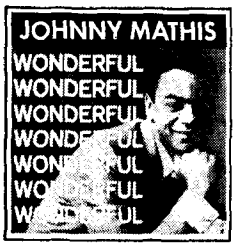
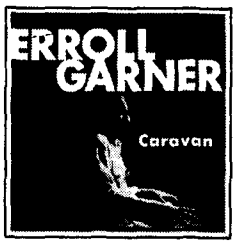


Johnny Mathis sings 12 favorites — Day In Day Out, Old Black Magic, etc.

Complete score! I Could Have Danced All Night, The Rain In Spain, etc.

FR

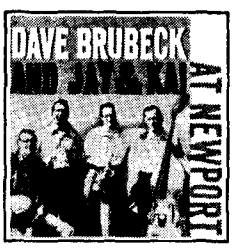
Two delightful and romantic ballet scores by Offenbach and Chopin



Erroll Garner plays Caravan, No Greater Love, Memories of You, etc.

Tenderly, Deep Purple, Soon, Laura, September In The Rain, 7 others

12 Sinatra favorites — Mad About You, Love Me, Nevertheless, etc.



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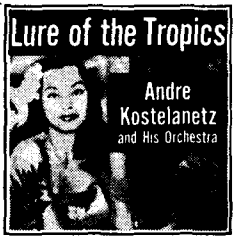
Suave arrangements of Embraceable You, Somebody Loves Me—12 more



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Stunning hi-fi performances of the "Firebird" and "Romeo and Juliet"

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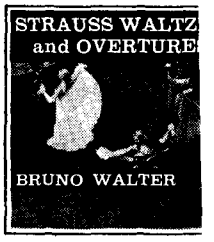
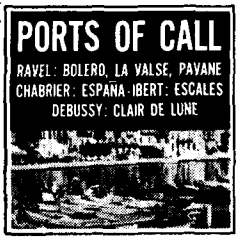


Emperor Waltz, Blue Dan ube, Vienna Life, Gyps Baron Overture—2 mor

Duchin plays The Man I Love, April Showers, Am I Blue?, Brazil—11 more



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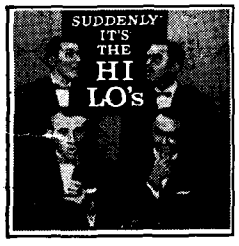
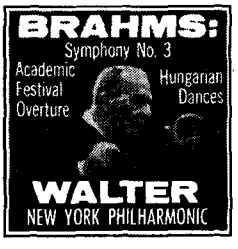


America's favorite quartet sings Love Walked In and 11 others

Benny Goodman and his Original Orchestra, Trio and Quartet. 11 numbers



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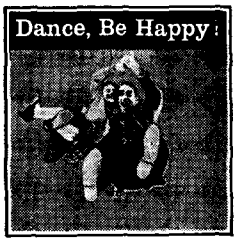

12 dance tunes—Harbor Lights, Mambo No. 5, A Fine Romance, etc.

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6. My Fair Lady—Orig. Broadway Cast
7. Brubeck and Jay & Kai
8. Gershwin Hits—Percy Faith
9. *Sinatra—Adventures of the Heart*
10. Ambassador Satch
11. Firebird; Romeo and Juliet
12. Day By Day—Doris Day
13. Johann Strauss—Waltzes
14. Lure of the Tropics—Kostelanetz
15. Ports Of Call
16. Oklahoma!
17. Levant Plays Gershwin
18. The Elgart Touch
19. The Great Melodies of Tchaikovsky
20. Suddenly It's the Hi-Lo's
21. King of Swing—Benny Goodman
22. Brahms: Symphony No. 3
23. The Merry Widow
24. Wonderful, Wonderful—Mathis
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L-13

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